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THE MAYOR'S COMMITTEE ON NATIONAL DEFENSE

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HOME OF THE MAYOR'S COMMITTEE
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THE
MAYOR'S COMMITTEE
ON
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HALL OF RECORDS
CITY OF NEW YORK
1918

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Secretary

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MISS RUTH MANNING, *Assistant*
Transportation, Recruiting, and Employment Bureaus

JOHN J. REARDON
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EDWARD P. GASTON
IRVIN G. HERMAN CHARLES A. HICKEY
Secretaries to Special Committees

MISS ANNE E. O'BRIEN
Secretary Speakers' Bureau

JOHN F. FITZPATRICK
Private Secretary to Director-General

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Librarian

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FOREWORD

HON. GEORGE W. LOFT, *Chairman*
THE MAYOR'S COMMITTEE ON NATIONAL DEFENSE
CITY OF NEW YORK

My dear Mr. Loft:

Having been honored with the appointment as Director-General in active charge of the operations of The Mayor's Committee on National Defense, it is my pleasure to present in the following pages an account of the work undertaken by the Committee.

You will find herein detailed the plan of organization; the activities which the Committee has engaged upon, and the manner and method in which it functions.

In taking up this work in the great strain and stress of war, the need for a wide and effective organization became at once apparent. To better appreciate the necessity for a strong and effective Mayor's Committee in 1918, I need only mention the havoc which prevailed in New York City in 1863, when the Draft Riots succeeded in temporarily disorganizing the City, destroying millions of dollars of property and costing the lives of more than one thousand people. At the present time we have the most diversified population of any city in the world, numbering approximately seven millions of people. eighty per cent. of whom either are foreign-born or directly descended from foreign-born parents; and among the forty-two nationalities, or racial subdivisions, nearly one hundred languages or dialects are spoken. In no other city in the world therefore do we find so many civic and war-time problems which call for wise consideration and effective treatment.

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Moreover, the recognized leadership of New York in national affairs; its commanding position in commerce; its pre-eminence as the centre of American finance; and its influence upon international relations—all the foregoing are factors which necessarily have determined the scope and character of the organization, so that its operations have not been confined to matters of defense only, but have proceeded to the consideration of the varied social and economic problems having a distinct bearing on war-time conditions.

Accordingly, we have organized the invited membership into a series of Special Committees, each Committee taking cognizance of subjects fundamentally pertinent to the present situation. The execution of all work inaugurated by the respective Committees is carried out by a series of Bureaus, each in charge of a member of the Executive Staff. These Bureaus not only are co-operative, but they function independently; having definite fields of usefulness as set forth in the following pages. The work of all Committees and Bureaus, as you are aware, comes immediately under the supervision of the Director-General, who confers with the Executive Committee, under your Chairmanship, on important matters of policy. To more readily visualize the basic structure and plan of organization, reference may be made to the chart included within this volume.

That the Committee as organized has proved to be a practical medium for war work in this City is clearly shown by the results already achieved. The Federal authorities continually utilize its services for the interpretation of the war program in New York. Invaluable assistance has been rendered to all branches of the Army and Navy Departments in their recruiting campaigns, no less than seventeen liaison officers, both of the Army and Navy, having been assigned to our Bureaus for this purpose. Great assistance has been given in meeting the pressing needs of the Merchant Marine; effective and practical co-operation has been given by the Committee for the successful carrying out of the Selective Service Law; a ready response was granted to the appeal of the various Allied war recruiting

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missions established in this City; prompt compliance is given in furnishing specialists to meet the urgent requirements of our Army abroad; reception and entertainment are accorded to distinguished Allied and other visitors coming to America on diplomatic and official business; and the Committee, in providing free transportation to the Army, Navy and the important civilian war-working agencies, performs a service of unexampled magnitude.

These references are suggestive only of a few of the ways in which the Committee has loyally supported the war program. Its intensive field of operation, however, is naturally concerned with matters of national defense in their local application, together with the consideration of the economic and social problems and the remedial measures to be put into operation to maintain the City's pre-war status. To this end a careful vigilance is maintained against plots, intrigues and incipient sedition, which might develop into a grave menace if prompt checks were not immediately placed upon them. Precautionary measures have been initiated and gradually developed for the repulsion of enemy air raids, submarine depredations or other hostile acts, and it is particularly gratifying to note the results of the Committee's efforts at instilling a feeling of mutual confidence and patriotic devotion among our great foreign population at this time when unity of purpose and action is so necessary in successfully waging the war.

The latter phase was strikingly evidenced in the Independence Day Pageant-Parade of the present year, when practically every nationality within our City and its environs joined in an unparalleled demonstration of their loyalty under the leadership of The Mayor's Committee.

The careful attention which our distinguished and patriotic citizens are giving to this work promises not only to be of great and permanent benefit to this City, but it is believed that the form of organization and the duties already undertaken will prove to be a suggestive medium for the other cities throughout the nation in effecting collective action by means of a uniform plan.

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An examination of the following pages will show the notable results already accomplished by these men, who, like myself, are serving with no other reward than the satisfaction of rendering a patriotic service to our City and Country in their hour of need.

I should like to take advantage of the present opportunity to acknowledge the hearty co-operation which you, as Chairman, and the members of the Executive Committee, have rendered at all times in making our labors both effective and congenial.

The work of the members of the Executive Staff is also deserving of special praise, for without their patriotic conception of our undertaking it would have been difficult to secure the results already attained.

HENRY MACDONALD,
Director-General.

Hall of Records, New York City,
November 1, 1918.

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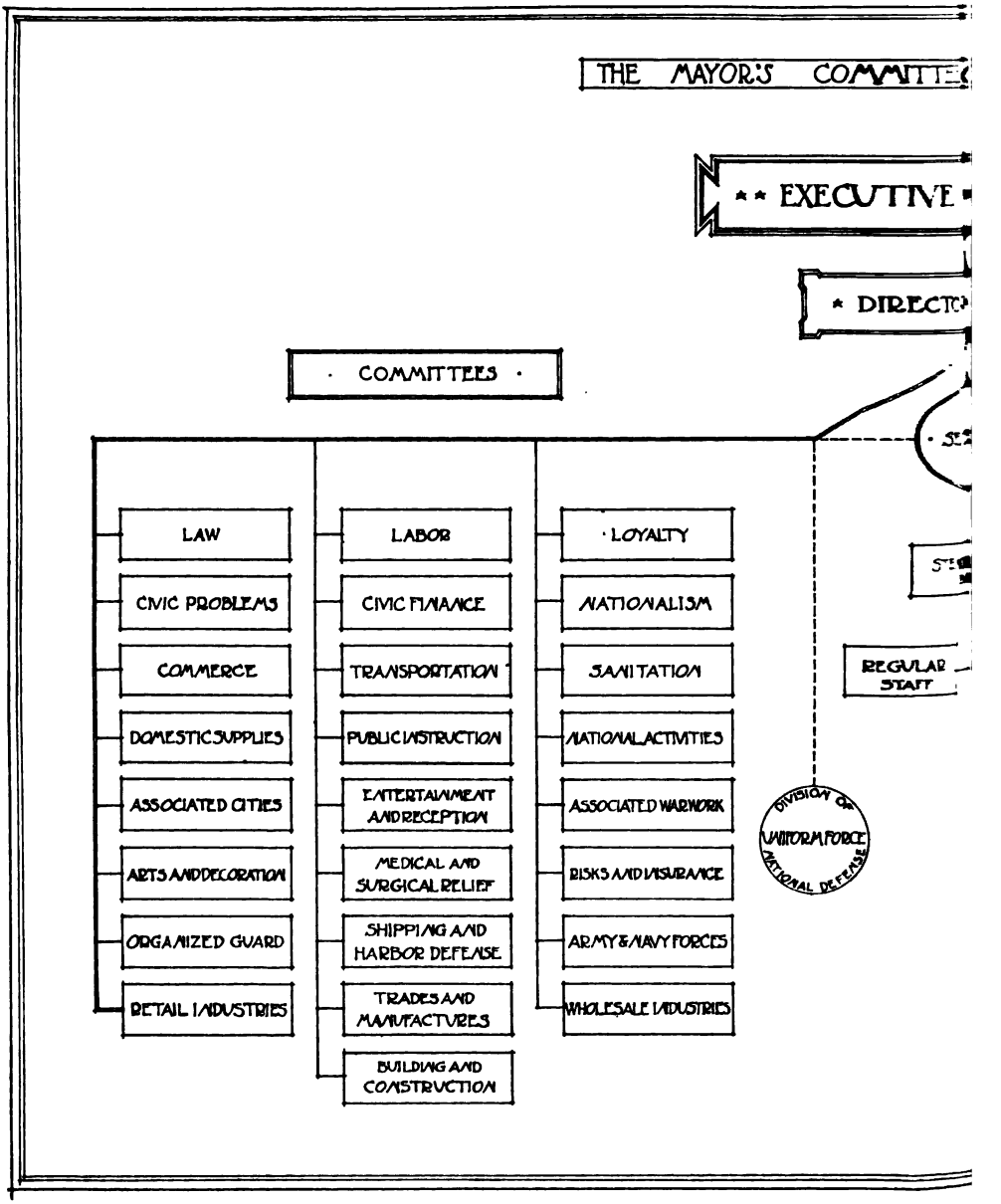

BASIC STRUCTURE AND

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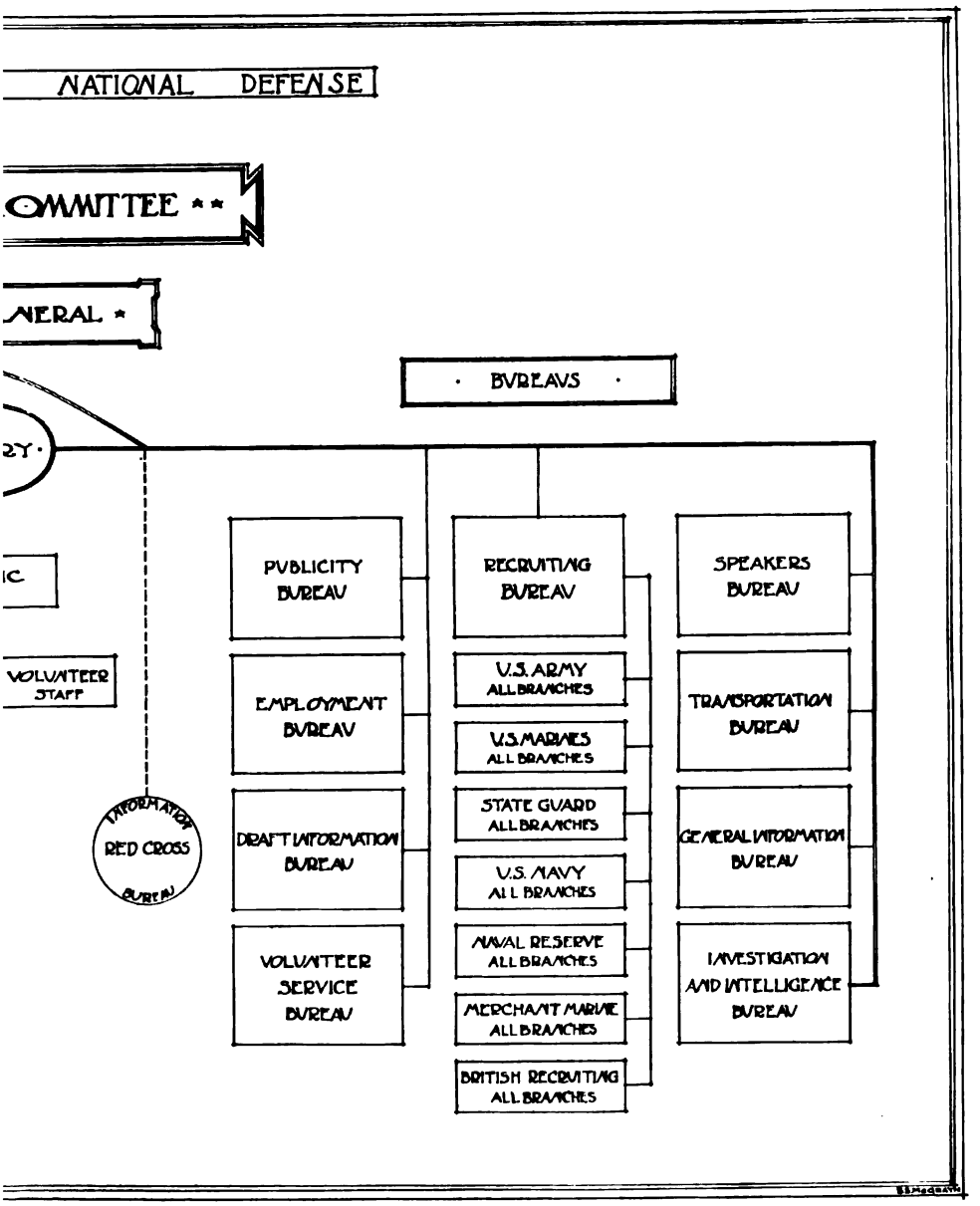

PLAN OF ORGANIZATION

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COMMITTEE ON ARMY AND NAVY FORCES

This Committee has cognizance of all questions relating to Army and Navy forces of the United States, including questions of all kinds relating to the national drafts as affecting New York City.

BRIG.-GEN. GEORGE R. DYER
Chairman

LT.-COL. CHARLES J. AHERN
Vice-Chairman

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GOLDMAN, JULIAN
GOULD, GEO. J.
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GREEN, WARREN L.
HAGGARD, SEWELL
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SACHS, SAMUEL
SCHIEFFELIN, COL. WM. JAY

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COMMITTEE ON ARMY AND NAVY FORCES

DEALING WITH DRAFT EVADERS

SPECIALIZED co-operation has been given by this Committee in connection with the Selective Service law, which conscripted both for the Army and the Navy. In a very large number of cases proper determination was arrived at as regards New York's quota in reference to the country as a whole.

This was made necessary by reason of so many men coming into New York City from other parts of the country, oftentimes for the purpose of evading the draft. Through the Intelligence Department of the Mayor's Committee and by other means many of these evaders were detected and the necessary steps taken to assure that they duly performed their duties. This form of co-operation on the part of the Mayor's Committee was taken up as an aid to all governmental agencies dealing with such matters, as well as with the police and the municipal authorities.

A more agreeable form of service is rendered by this Department of the Committee in the care of the many men of the Army, Navy and Aviation services who come to New York City from near-by cantonments, or who land from the numerous ships coming into New York harbor. As is indicated elsewhere, New York City accepted its responsibilities of entertainment for service men in a willing spirit, and carries them through in a way which is simply admirable. The Mayor's Committee reviewed early in the hostilities the whole question of the reception and the care of such men by assisting in the installation of facilities such as never before had been paralleled in all the history of the social activities of war.

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During the war New York has been belted by a ring of military camps as if it were a general military headquarters, as indeed it is. Ride but a few miles in virtually any direction and one comes to many great barracks or cantonments; within the confines of the City there are many thousands of troops or sailors continually quartered, and altogether the City is in a way the greatest center of active war operations in the country.

The presence of these forces exerts a splendid influence in certain ways and acts as a tonic for patriotism continually. The proud part which New York City bears in the conduct of the war is written in imperishable records, both at home and abroad, on the lives of the men who have come within these influences. The men give help and receive help in return. There results a better understanding between the citizens of New York and the rest of the country, through its visiting sons, than ever before was the case.

On the other hand, the presence of so many forces tends to affect the health and sanitary and moral conditions of the City. These phases of the gigantic activities brought about by the conflict had the early attention of the members of the Mayor's Committee.

The advice and suggestions in general of the Committee are sought by many war and patriotic organizations already in operation, or which spring up to deal with the extraordinary demands for recreative facilities. The Executive Committee called for the opening of rooms and provision of beds for privates; homes for officers' clubs and quarters; and, in fact, every phase of comfort for those who are far from home and who are deserving of the best that the boundless hospitality of New York City can afford.

Not alone is care given to the men themselves, but in many instances their families equally benefit by special consideration. Co-operation is had with such committees as those on Medical and Surgical Relief, Law, and the additional ones which touch individual requirements either of the men or of their families.

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THE NEW YORK GUARD

WHATEVER the form of need which arises, the Mayor's Committee takes prompt and effective action, its scope of activities being not only local but of such a nature that they prove to be of the utmost assistance to the Federal Government in general.

Early action is taken for affording an opportunity for men about to go into their country's service to obtain preliminary military training. Many of the active workers of the Mayor's Committee are officials of the New York Guard, and every encouragement is given for men to join this one or other of the regiments of this famous organization, where they receive careful and expert training. This has resulted in multitudes of commissions being obtained by men almost immediately that they entered the Federal service, or very soon thereafter. Close co-operation is had with the Adjutant-General's Office and many an officer wears his bars or other official insignia to-day as a direct result of the individual attention which is bestowed upon him to a lavish degree by the trained officers who know that their companies and regiments would receive but little direct benefit from all of the labor which is thus expended upon the oftentimes raw and awkward recruits.

In a broad and general way the Mayor's Committee and other related agencies in New York City act as a clearing house for the immense number of men who either are already within the City or who come to it from other parts of the country; and, as indicated, these men not alone receive training which is simply priceless to them, but also benefit from the spirit of cordiality and friendliness which has long made New York City stand out uniquely among all of the communities of the country as regards the quantity and quality of the facilities so generously placed at the disposal of those who needed them.

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THE YACHT *SURF*

ONE feature of uniquely individualized service arose in connection with the frequent cruises of the ocean yacht *Surf*, which was generously placed at the disposal of the Mayor's Committee by one of its members. Companies of convalescent and wounded men are conveyed with scrupulous attention by special motor-cars or ambulances from their hospitals to the yacht; thence up the Hudson or along Long Island Sound; fed well; entertained by professional artists through a long and happy day; and then conveyed back to their hospitals. Competent nurses are aboard, and by means of the surgical dressing room on the yacht the wounded are given proper attention at all times. Many thousands of men in all branches of the service thus find life rendered more endurable for them during the trying times of their incapacitation.

Aside from the New York men in service, the same spirit of hospitality is shown towards those of all ranks in the service both of America and its Allies. Visiting Army, Navy and Aviation officials are entertained on this yacht and at country houses, as well as at clubs, theaters, etc., in town. Co-operation is had in these directions with the Mayor's Committee on Entertainment and Reception, as well as by means of the staff bureaus; and many a visiting official from an Allied country has returned to his duties with a livelier sense of American cordiality than otherwise had been possible.

All officials and others are given special privileges in connection with the State armories and other advantages incidental to military headquarters. In addition these quarters are obtained repeatedly for bazaars and for the proper bivouacking of troops in the case of the several large parades which have been carried through on behalf of the Liberty Loan drives, Red Cross and other Allied spectacles.

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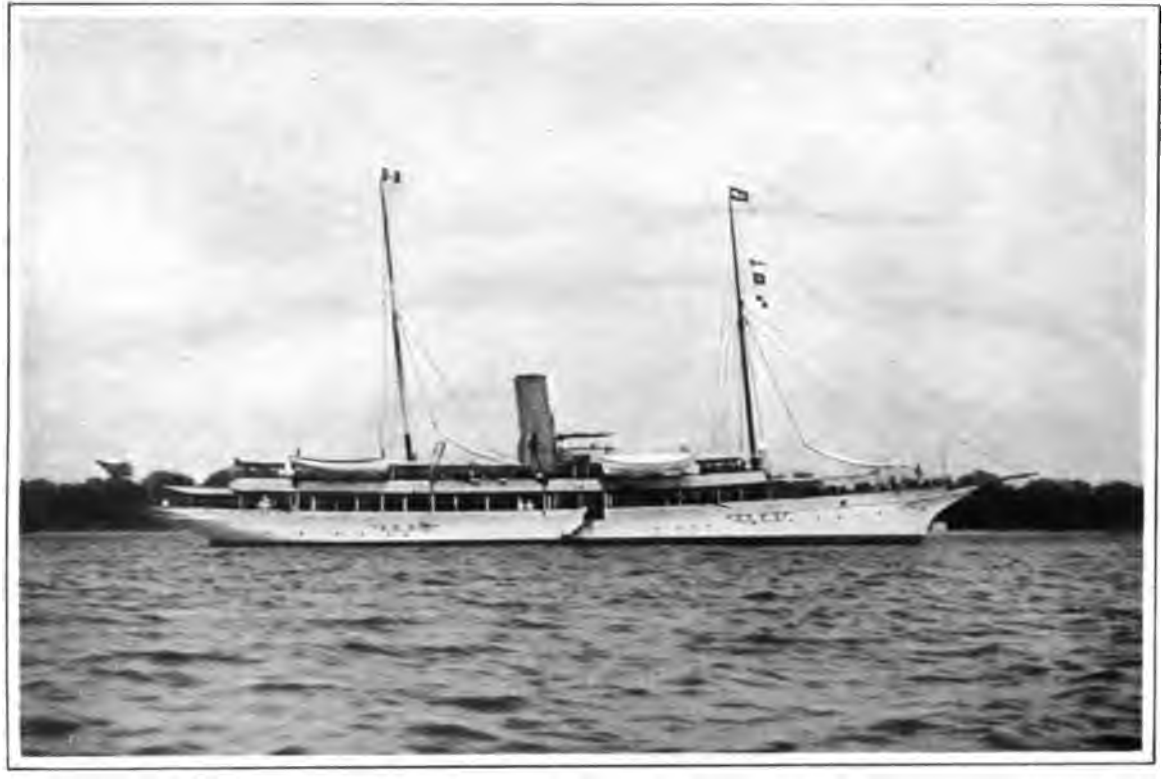

THE *SURF*, IN COMMISSION FOR THE MAYOR'S COMMITTEE
BY COURTESY OF THE OWNER, DR. JOHN A. HARRISS

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COMMITTEE ON ARTS AND DECORATION

This Committee has cognizance of all matters where the services of artists, architects and sculptors are employed, including decoration, camouflage and the issuing of posters and other forms of pictorial publicity.

ALBERT EUGENE GALLATIN
Chairman

LLOYD WARREN
Vice-Chairman

DUNCAN PHILLIPS
AUGUSTUS V. TACK
Division of Exhibitions

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Cutting, R. Fulton
du Bois, Guy Pène
Gay, Captain Charles M.
Gibson, Charles Dana
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Lawson, Ernest
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Magonigle, H. Van Buren
Mansfield, Howard
Manship, Paul
Nelson, W. H. de B.
Schieffelin, William Jay
Scribner, Arthur H.
Sedgwick, Henry Renwick
Sherrill, Gen. Charles H.
Sloane, John
Stevens, Joseph E.

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COMMITTEE ON ARTS AND DECORATION

WAR'S ARTISTIC RESPONSE

THE Committee on Arts and Decoration has been organized for the purpose of developing and enlarging the field of art in connection with the war, where the services of artists, architects and sculptors are employed.

This committee has established a Bureau of Information to advise and direct artists, architects and sculptors, as well as those practicing the allied arts, seeking to apply their talents to work connected with the war. No group of men in the country has arisen to the occasion in a finer spirit than that shown by this group and none have rendered a more notable service to the country.

The chairman of this committee replies personally to every request of this nature that is received; the information given is in every case official and accurate. Scores of such requests have been received from those wishing to enter the camouflage unit of the army, or desiring information concerning schools of camouflage; from artists wishing to paint designation targets—that is, typical French landscapes—for use in the artillery schools; from painters and illustrators desirous of executing posters for recruiting purposes, for food and coal conservation, for Liberty Loan drives and other patriotic purposes. Many architects, wishing to engage upon government work connected with housing problems at shipyards and munition works, and in the building of cantonments and hospitals, have been put in touch with the proper authorities. These requests have come from all over the country.

AMBULANT EXHIBITIONS

AT the request of the British Government, in August, 1918, the official exhibition of lithographs reflecting Britain's efforts

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and ideals in the Great War was shown by the chairman of the Committee on Arts and Decoration at Bar Harbor, Maine. A month earlier certain of these prints were put on exhibition at Greenwich Settlement House, in New York. In September the exhibition was shown at Stockbridge, Mass. Works of a similar nature by American artists are to be shown in New York under the auspices of this committee, including drawings by the artists now officially attached to our armies in France. Later these exhibitions, which are designed to acquaint our people with the scope of America's activities in the war and to minister to their morale, will be shown in other cities. The chairman of the Committee on Arts and Decoration is also an associate chairman of the Committee on Exhibitions, Division of Pictorial Publicity, of the Committee on Public Information at Washington.

A group of water-colors and etchings by French soldier artists, which were sold for their benefit, was shown at Bar Harbor, Maine, in August, 1918.

The Committee on Arts and Decoration assisted in the artistic censoring of the historic floats, banners and costumes appearing in the great Independence Day Pageant-Parade held in New York in 1918. This is but one example of the wide and useful scope of its activities in co-ordinating art work in so far as it affects the community. Another is that the chairman of the Advisory Art Committee of the Liberty Loan Committee has asked for the closest co-operation between the two committees. On the committee are some of the greatest painters, illustrators, architects and sculptors in the United States: the American public may freely call upon them for advice and assistance in art matters related to the winning of the war.

A special leaflet epitomizing information compiled for those desirous of engaging in war work has been prepared by the chairman for gratuitous distribution. The chairman of this committee has also prepared an essay dealing with American artists and the war, for publication in the 1918 issue of Valentine's Manual.

A member of this committee is chairman of the Division of

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Pictorial Publicity of the Committee on Public Information. Under the influence of that division a notable advance has been made over the quality of the artistic output in the early stages of America's participation in the war.

A PERMANENT MEMORIAL

THE manner in which American artists of all classes have come forward in response to the announcement of the Mayor's Committee is beyond praise. The services which they have offered are manifold, and it is anticipated that through this department of the activities of the committee an increased utility will be shown.

Plans far beyond the immediate purposes of war service are being made for civic usefulness. Among the objects of the committee is the co-ordination of art work in so far as it affects the community permanently. As a reminder of the great Independence Day parade in New York City in 1918, under the arrangement of the Mayor's Committee, it is planned to erect a suitable memorial. Madison Square, where the official reviewing stand was placed for that day, has been suggested as the site. Possibly this memorial will take the form of a permanent reviewing stand such as has been proposed by the National Sculpture Society as a nucleus for future parades. Alternatively the Committee is preparing plans for a combination stand and victory arch as a memorial to the great Independence Day parade and for the returning heroes.

As referred to, the following suggestions and information for Artists, Architects, Sculptors, and those practicing the Allied Arts desiring to apply their knowledge to war work, have been prepared by the Chairman of this Committee:

ARTISTS

1. POSTERS:

Painters and illustrators wishing to design posters and other pictorial placards to be used by the Government for patriotic purposes should apply to the Division of Pictorial Publicity of the Committee on Public Information, at 200 Fifth Avenue, New York. Drawings and paintings, which must be offered gratuitously, are required for

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Liberty Loan and War Savings Stamps drives, to urge conservation of food and coal, to speed up shipbuilding, for recruiting, and various Red Cross purposes. Poster artists may also apply to the Art War Relief, 661 Fifth Avenue, New York. Artists and illustrators possessing a knowledge of naval matters should apply to the U. S. Navy Publicity Bureau, New York.

2. CARTOONS:

Never before has the poster artist enjoyed such a golden opportunity; this is also true of the cartoonist. It has been said of Raemaekers that "He, more than any other individual, has made intensely clear to the people the single issue upon which the war is joined. More than cartoonist, he is teacher and preacher, with the vision, faith, and intensity of a St. Francis, a Luther, or a Joan of Arc. . . . The pencil in his hands becomes an avenging sword, because by it millions of people have been aroused to a clear cut realization of the fact that the issue of this war is no less than Slavery and Autocracy *versus* Freedom and Democracy. . . . No oration, no literature, no art, has brought the real meaning of the war home so convincingly as these cartoons."

3. DESIGNATION TARGETS:

Designation, or landscape, targets are used for class room instruction. They should depict typical French rural scenery and should be painted in clear and bright colors. The sizes vary from three by six feet to five by twelve feet. These landscapes are used to visualize the country, for panoramic sketching, for working out problems of offense and defense, for target designation according to the clock face method in machine gun, artillery and rifle practice, and for other purposes.

4. RECORD OF AMERICA'S ACTIVITIES:

Many illustrators and painters have been making pictorial records of America's military, naval and industrial activities. These are shown throughout the country, as well as being reproduced in the press, and serve, as only pictorial publicity and propaganda can, to acquaint our people and those of our Allies with the extent and magnitude of our preparations, thus strengthening their morale. Eight illustrators, commissioned captains in the Engineers' Reserve Corps of the army, are now in France depicting our activities; their drawings should form a very valuable historical record.

ARCHITECTS

ARCHITECTS desiring to engage in Government work should apply to the Director of Bureau of Industrial Housing and Transportation, Department of Labor, Washington.

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SCULPTORS

MANY sculptors have entered the Camouflage unit (40th Engineers). Others are designing memorials, medals which are sold for the benefit of the Red Cross and other charities, and Congressional medals. The services of sculptors have not as yet been required by the Medical Corps in this country; it is understood that later on they probably will be. At a later date application should be made to the Surgeon General, War Department, Washington. In England many sculptors are co-operating with surgeons in facial surgery.

MILITARY CAMOUFLAGE

THE Camouflage unit forms a part of the Corps of Engineers of the National Army. It is a military organization composed of artists, architects, sculptors, scene painters, sign painters, house painters, carpenters, ornamental iron workers, tinsmiths, plasterers, photographers, stage carpenters and property-men. The work in general deals with the concealment of gun emplacements, trenches and sheds of military value; the screening of roads and the manufacture of materials for this purpose; the painting of roofs and large areas of canvas for the covering of ammunition storage and the like; the making of various devices and clothing for the concealment of observers and snipers, and occasionally the painting of a scenic drop. It is not contemplated that there will be any expansion of this service in this country. It is suggested that applicants enlist, as it is possible that they may find opportunity in any branch of the service to make use of their qualifications; then, subsequent to being sent abroad, request transfer to the 40th Engineers (Camouflage). This corps is under the supervision of the Chief of Engineers, U. S. Army, Washington. There is a course in camouflage at Columbia University.

MARINE CAMOUFLAGE

MARINE camouflage is done under the direction of the Navy Department. The work is executed by the United States Shipping Board Emergency Fleet Corporation's department of camouflage. In each district is stationed a district camoufleur, with a corps of trained men. A school has been established by the Shipping Board for men who have already been appointed as camoufleurs. The quota is complete and there is a waiting list of over a thousand applicants. Another school has been established at the Great Lakes Naval Training Station, Great Lakes, Illinois. "Baffle painting" has taken the place of attempts to render vessels invisible. This distorts the outlines of the ship and misleads the submarine as to the craft's size, character, and her course.

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DECORATIONS

THE services of artists, sculptors and architects, as well as those engaged in the allied arts, are in constant demand by committees appointed to arrange for special decorations. An advisory art commission has been chosen by the Publicity Department of the Liberty Loan Committee for New York to arrange for decorations on Fifth Avenue and Broadway. Associated with this commission are a number of leading artists. The hundred or more floats, and other decorative effects, used in the last Independence Day Pageant-Parade in New York called into service the special knowledge possessed by all professions practicing the arts and crafts. Special decorations are frequently employed in New York, as for the various Liberty Loans and on the occasion of visits from foreign missions; those erected in honor of Viviani, Joffre and Balfour were very handsome.

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COMMITTEE ON ASSOCIATED CITIES

This Committee has cognizance of the question of bringing about co-operation between the various cities of the United States to effect uniform results along the lines of mutual protection and civic betterment.

HENRY W. TAFT
Chairman

LINDLEY M. GARRISON
Vice-Chairman

EXECUTIVE COMMITTEE

BALLARD, SUMNER
CALDER, WILLIAM M.
CLEWS, HENRY
DOWLING, VICTOR J.
FARGIS, JOSEPH H.
JENNINGS, WALTER
LARKIN, ADRIAN H.
PENFIELD, FREDERIC C.

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GENERAL COMMITTEE

Adams, Edward D.
Ahern, Charles J.
Albee, E. F.
Ames, Louis A.
Anderson, Ellery O.
Baker, George F.
Barsotti, Charles
Battle, Geo. Gordon
Caldwell, Charles Pope
Chandler, H. A. E.
Cortelyou, George B.
Curtis, F. Kingsbury
Dingwall, Adam
Doran, George H.
Dorf, Samuel
Drucker, Edward W.
Dunnigan, John J.
Ely, Robert Erskine
Ettinger, William L.
Fahnestock, William
Forshew, Commodore R. P.
Fraser, Alexander J.
Frayne, Hugh
Frissell, A. S.
Fugazy, L. V.
Garrison, Lindley M.
Gerard, Julian M.
Gibson, Harvey D.
Jacobi, Abraham
James, Arthur Curtiss
Jasper, William H.
Jennings, Walter
Kamaiky, Leon
Krech, Alvin W.
Lafrentz, F. W.
Leahy, David T.
Levy, Ferdinand
Lincoln, Charles M.
Lindsay, Samuel McCune
Loree, L. F.
McCombs, William F.
MacLean, Charles F.
Manning, Rev. William T., D.D.
Mead, S. C.
Meehan, Alfred L.
Morgan, Shepard A.
Morgenthau, M. L.
Riordan, Daniel J.
Schoen, Clarence J.

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COMMITTEE ON ASSOCIATED CITIES

INTER-CITY HELPFULNESS

EARLY in the activities of the Mayor's Committee wide attention was directed to this New York movement for civic betterment. Application was made by other cities which desired to benefit from the unique program which had been inaugurated, and on many occasions counsel has been given as to the best manner for adapting this program to other cities.

It seemed some time ago to be advisable to form a Committee on Associated Cities so that a helpful co-operation could be had between the various cities of the United States to affect uniform results along the lines of mutual protection and civic betterment. The readjustment period will develop new problems which must be met in the broadest national sense, so that the experience of all may be turned to the benefit of each community throughout the country.

Many sections of the nation are interested in the activities of every department of the Mayor's Committee, which include the following:

NATIONALISM AND LOYALTY

THROUGHOUT the country the great alien population may be taught the meaning of loyalty and unified American citizenship. Americanization work applies to practically every community in the United States and thousands of organizations are working towards the end that the after-war effects will be to give a better solidarity to the many-sided civic structure which makes up the American commonwealth.

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LAW

In the matter of law every community may benefit from the generous spirit of co-operation which has been shown by the legal profession in New York City, as described in the article on that Committee in this volume. This lead will doubtless be followed by lawyers in other centers.

TRADES AND MANUFACTURES

Trades and manufactures present much the same problem in every urban community as in New York City, excepting that in the congested conditions in the country's metropolis it is necessary to meet the lack of ground space by physical regulations affecting the health, safety and general welfare of the workers.

RETAIL INDUSTRIES

Retail Industries and the economies to be affected by better methods of office and store management, house to house deliveries, etc., is a department in which practically every town and city throughout the country can make for economy, and consequently for a lowered price on the necessities of life.

WHOLESALE INDUSTRIES

By Wholesale Industries is meant the wider operation, production and distribution to the trade of useful commodities. New York City is endeavoring to provide the increased facilities needed for the growing volume of national and international commerce. Every city can adapt the same principles to its varied conditions.

LABOR

Labor unrest is almost inevitable in connection with the readjustment of industrial conditions which must arise after the major activities of the war-end have finished. It is anticipated

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that there will be a great influx to the cities of a restless population which is endeavoring to "find" itself in an industrial way. This will lead to a lack of housing, and conditions may be aggravated by a diminution in wages paid, without a corresponding lessening in the cost of living. An increase in socialism may also be noted, largely as a result of labor conditions, and practically every city in the country must face questions of gravity in these directions.

CIVIC PROBLEMS

Civic Problems is a wide and complex phrase, but its problems are always present in every community. In New York City the endeavor has been on the part of this Committee to adapt to the individual citizen the desires and requirements of the Federal Government. As there apparently will be no lessening of these requirements for a considerable time after the close of the war, practically every locality in America must be prepared to meet questions which never before have been encountered as to special phases of responsibility which will be laid upon each citizen. The realization of individual responsibility, in other words, will be the one great thing which will assist the country as a whole in resuming its accustomed ways of living.

DOMESTIC SUPPLIES

The handling of Domestic Supplies, such as coal and food, offers a field for further centrification to meet the lessened manpower which inevitably results after any war. Better methods of purchase, storage and distribution can still further add to the economies and spirit of thrift which the war has imbued among the mass of the American people. Every effort should be made throughout the country that the lessons in economy thus learned should be adhered to. Otherwise a great deal of the benefit to the health and purse of the average citizen will be dissipated, and leave behind little more than a memory. Every effort should be made that the simplicity of life and the "luxury

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of doing without" should be stimulated as a permanent factor in American life, after the fashion of the nations abroad.

TRANSPORTATION

TRANSPORTATION depends so much on whether a given city is inland or on the sea-coast, whether its facilities are supplied by rail or water, that few suggestions can be given of value to places outside of New York City. The whole question of transportation, however, is one vitally affecting the material welfare of any settlement, and an increase in population but adds to any difficulties which may exist. This question as a whole involves not alone the transportation of individuals by street railways, but also the movement of goods in the most expeditious and economical manner possible. So far as is feasible, the construction of urban belt railways should be encouraged throughout the country, so that the always too great volume of goods moving through a city should be lessened by every possible means. Nearly every city has its problem of congestion to meet, and if a study is made of the unnecessary street and rail traffic it will be found that in most cases substantial economies can be effected.

COMMERCE

THE same principles apply in the case of the Committee on Commerce. The experience in New York is that it seems inevitable that a certain amount of the external commerce of the City of New York is done at a loss owing to the excess of car and truck loads, lack of terminal facilities and transportation, high insurance, the relatively high rates of wages necessarily paid, and other things which militate against a profitable export business in many instances. As indicated in the article on Commerce, some sporadic efforts are being made by American cities to learn a lesson in economy from the example set by many of the European cities, looking to increased volume of trade and decreased expenses.

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SHIPPING AND HARBOR DEFENSE

THE matter of Shipping and Harbor Defense is one which would apply only to cities on the marine margins of the country; and it is of course hoped that with the close of the war there will be no further need for definite activity in this matter for the future.

RISKS AND INSURANCE

FIRE hazards and insurance interests vary greatly in different cities, but by the lessons learned from the war the average American city can tremendously reduce the risk and lower its insurance rates by entering upon a definite campaign for cleaning up the cities by eliminating factory waste and other conditions which impose such a heavy burden upon property owners.

CIVIC FINANCE

THE matter of Civic Finance is one which interests the largest city or the smallest hamlet in the land. The Mayor's Committee of New York City has made an extended study on conditions as affecting the metropolis, and in this, as in other respects, it is quite willing to pass along to other communities any knowledge which has been gained. In the average town or city government the officials usually only apply existing laws to the best of their ability, notwithstanding that it is in their province to suggest new ideas or to incorporate them, or even to apply new principles of civic finance to the problems which arise. It is therefore necessary in scores of American cities to make a renewed study of this subject, so that the principles to be observed as well as the application of the principles may be determined. This having been done, it sometimes will be found necessary to move for a change in the City Charter so that the necessary powers can be conferred upon the competent public officials charged with this most important matter.

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SANITATION

SANITATION is a subject on which America, with all its boasted community enterprise, still lags far behind. Practically every progressive European community can give America many lessons in effective but economical methods for increasing the health of a city. A perusal of the article on Sanitation in this volume will be found to be suggestive and practical. As in the case of other departments of this work, the Mayor's Committee is at all times pleased to pass along its experience in these lines.

PUBLIC INSTRUCTION

PUBLIC Instruction is so obvious a work that little need be said on the subject, beyond the suggestion that the home, the school, the church, the civic forum, the press, and every other avenue of public information should be developed as a means for supporting a higher ethical sense among the mass of the people.

ASSOCIATED WAR WORK

ASSOCIATED War Work may soon be a thing of the past, but it is a subject of vital importance in connection with the rehabilitation of the many ordinary activities which have been put out of action by the war. It is perhaps only necessary to suggest that there will inevitably spring up throughout the country many forms of charitable relief, which will range all the way through the gradations of good, bad and indifferent. It being necessary to conserve every dollar and dime in the country for useful purposes, it is earnestly to be hoped that a just but strict supervision will be exercised in every place by the people through their competent officials. It would likely be useful if a universal rule were to be made that no solicitation be permitted until a permit had been applied for and issued by the City authorities. This permit presupposes, of course, a thorough investigation of the bona fides of the organizers of

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the proposed fund and the necessity for it as regards the public welfare. This proposal is described at length in the article dealing with this very important matter.

MEDICAL AND SURGICAL RELIEF

PROTECTIVE work of a kind never before attempted is now necessary in connection with Medical and Surgical Relief. The strain on hospitals and other places of refuge for the unfortunate will likely be unusually great as time goes by, and one of the purposes of the Committee which deals with such matters should be to obtain the assistance of patriotic and charitably disposed persons to provide and maintain an emergency hospital and relief stations where the need is felt.

ORGANIZED GUARD

THE war has brought about so definite a desire for preparedness on the part of the people as a whole, that it is easy to foresee a notable revival in such directions as the old State militia which flourished so largely in the North after the Civil War. Quite aside from the possibility of universal military training, it is likely that the patriotic citizens of the country will wish to permanentize the military and naval training of which they have received, in many cases, but an inkling during the war. It therefore is obvious that special attention will be paid in a multitude of places to this important form of organization, which is dealt with in its civic aspect by the Mayor's Committee on Organized Guard.

ARMY AND NAVY FORCES

ARMY and Navy Forces and their activities in a given community will depend largely on the number of arsenals, military and naval camps, and other Federal or State activities. This being the official and national part of any program which the Government may promulgate, it can be of great usefulness in

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the way of supplying trained officers to the civilian movement as represented by the preceding Committee on Organized Guard.

NATIONAL ACTIVITIES

THE Committee on National Activities represents an effort to link up every section of the country to unified action for mutual benefit; and, as indicated under that subject in this volume, special plans are under preparation for unifying American national interests in a way which never before has been attempted.

ENTERTAINMENT AND RECEPTION

THE entertainment and reception of distinguished visitors is a gracious rite of hospitality which hitherto never has been cultivated in America in any definite way. They do these things better in other countries, where municipalities oftentimes have a regularly recognized budget for such uses, and where the visitor to a city enjoys every facility for meeting its representative citizens and for carrying away a relatively proper understanding of the civic life of the place.

If America could but translate its admirable spirit of private hospitality into terms of public service, there would be little more to be said on the duty which is owed to the stranger within our gates.

ARTS AND DECORATION

THE matter of Arts and Decoration is a department of activity on which relatively the average American city leaves little to be desired. An admirable spirit of co-operation is manifest as a usual thing when a celebration is to be held; but by periodically calling together the recognized artists, and those of similar bent, in a town or city, a much more effective display can be made. Any one who saw the "Avenue of the Allies" on the occasion of the Fourth Liberty Loan Drive must have carried away

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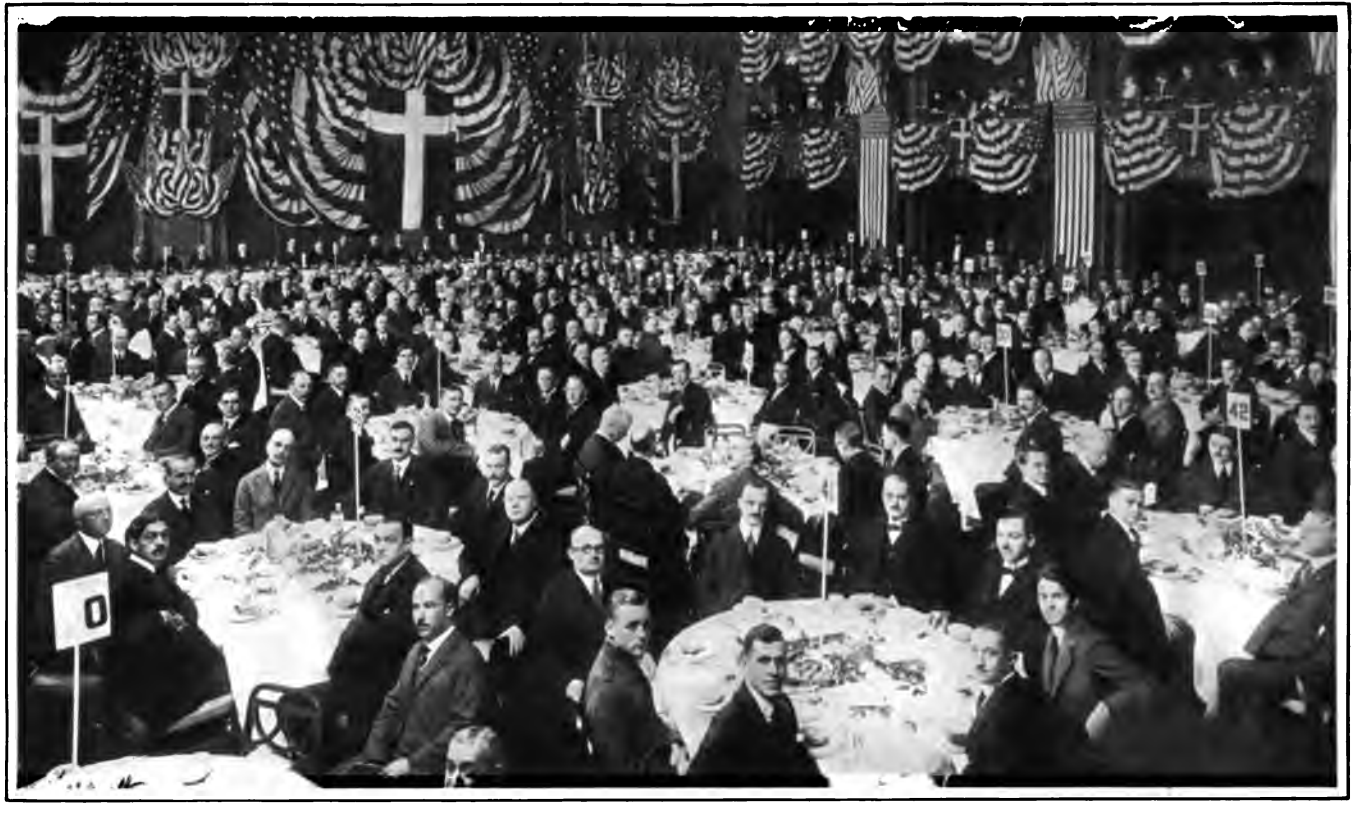

LUNCHEON IN HONOR OF HIS ROYAL HIGHNESS PRINCE AXEL OF DENMARK

ONE OF THE MANY AFFAIRS ARRANGED BY THE MAYOR'S COMMITTEE

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with him an ineffaceable impression of what can be done by unified action on the part of those who are competent to lay out a complete plan, and then to see that it is carried through. The method of giving over each block on Fifth Avenue to the flags and other decorations of a given nationality resulted in an individuality and distinctiveness which probably never before has been reached in all the history of a city and its decoration. Any one who failed to see the simple but harmonious effects attained would find it well worth his while to secure from some photographer or illustrated paper, sectional photographs pictorially describing that occasion. The New York shop windows in themselves represented oftentimes an epic in effective artistry.

BUILDING AND CONSTRUCTION

In the way of Building and Construction, the devastated fields of war offer such a chance for town planning on new lines as has never before been presented in human history. It is anticipated that when the ruined towns and cities come to be restored there will arise a new art in town planning which should have its immediate effect upon American architecture. America has now reached a stage where closer supervision may wisely be exercised, as now is being done by the Mayor's Committee, over the building plans which are prepared, and when the materials used in construction should be considered not alone from the point of view of the available local supplies of material, but with regard to the effect which the use of a given material will have upon the interests of the country as a whole. Shortages in any line may thus be provided against and a more equitable scale of prices assured for the interests of the people at large.

THE ADMINISTRATIVE BUREAUS

In attempting a brief survey of the Administrative Committees or Bureaus operating under the Mayor's Committee on National

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Defense of New York City, the following suggestions may also be of some value:

The organization as shown by the chart in this volume is headed by an administrative committee which has as its adjuncts nine bureaus. Actively heading the organization is the Director-General (an unpaid volunteer worker) and his staff, which largely consists of expert assistants. The Director-General has administrative and initiatory powers and makes effective the programs outlined for the committees and bureaus.

EXECUTIVE COMMITTEE HEADS

A BUREAU of Secretaries consists of the executive heads of the twenty-five subcommittees. This Bureau defines the technical work of the secretaries and sub-secretaries and co-ordinates this work so that all the different committees will proceed along the same general lines, thus preventing a duplication of effort. The work of individual committees is widely varied, but it has been found possible to blend them into one harmonious and co-operative force by this means.

PUBLICITY

THE name alone of the Bureau of Publicity is sufficient indication of the work with which it is entrusted. In a large center like New York City it is possible to command the best talent of metropolitan journalism, but in any community it should also be found possible to enlist the volunteer services of one or more of the local editors. These workers usually show an admirable and generous spirit of helpfulness whenever the interests of the community are concerned, or the larger elements of service are involved. The war has developed such a spirit of self-sacrifice and nobility on the part of volunteer workers generally, that in this department, as in others connected with the civic movement, it should be possible to command the services of admirably trained persons who have learned the lessons of efficiency brought about by war-time conditions.

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VOLUNTEER SERVICE

SUCH an amount of volunteer service has been rendered in other directions that the work of the Bureau of Volunteer Service which is operated in New York City through the Mayor's Committee should be shown by many effective replicas throughout the country.

INVESTIGATION AND INTELLIGENCE

THE prevalence of Teutonic espionage throughout many sections of America made it necessary for the Bureau of Investigation and Intelligence of the Mayor's Committee of New York City to have confidential knowledge of many matters nationwide in their scope, and even international in their ramifications. Happily the time has gone by for the acute need of this class of work, but there is not a community in the country where useful services could not be rendered by a few alert and conscientious citizens. The tendency toward drug addiction and the enforcement of all sumptuary legislation are matters which should have the vigilant care of every well-meaning citizen. The upholding of higher standards of moral conditions, both in town and country, is a field in which both men and women can usefully work; and in fact almost every avenue of human advancement gives an opportunity for a wise and tactful exercise of the qualities of investigation for the improvement of conditions and the intelligent application of the information thus gained. The strengthening of existing laws and the agitation for new legislation to meet changing conditions in civic life are matters in which the Mayor's Committee is glad to give the benefit of its advice whenever possible.

TRANSPORTATION, TELEGRAPH AND MAILS

TRANSPORTATION, Telegraph and Mails imply that the Bureau dealing with this great division of human communication is a very busy one. It has had in charge all questions of telegraphs

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and mails as affecting the activities of the Committee, as also the use of the various motor corps. The use of motors and transportation facilities in general for war work will, of course, after the war be adapted to the purpose of readjustment.

EMPLOYMENT

Civic Employment must of necessity after the war take a foremost position: first of all, in seeing that no returned soldier or sailor lacks for means of an honest livelihood, or that any other worthy worker is out of employment; secondly, that any overplus of labor in a given locality should be immediately turned in the direction of the roadmaking and other public improvements which of necessity have had to stand largely inactive during this great stress and over-pressure of war work.

RED CROSS AND CIVIC AID

Civic aid as exemplified by the Red Cross and like activities takes cognizance of all questions relating to the distribution of joint aid as extended through recognizedly worthy organizations and the Government. A great early example of work of this nature which was done on a national scope was seen in the work of the Sanitary Commission during the Civil War and the admirable manner in which that work was pursued in the time following the necessary readjustment to peaceful conditions throughout the country. With the immensely increased facilities of organization and effective work which now exist, it is obvious that the excellent results gained in America's previous conflict should be multiplied many-fold.

FOR WIDEST HELPFULNESS

In general, the Committee on Associated Cities stands for the widest helpfulness towards the country as a whole, and the movement thus inaugurated should in time belt the whole country in building up a livelier civic sense on the part of all its people.

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COMMITTEE ON ASSOCIATED WAR WORK

This Committee has cognizance of individuals, collections of individuals, societies, associations and corporations, the activities of which (charitable and otherwise) have grown out of the present war.

GEORGE HILLARD BENJAMIN
Chairman

S. C. MEAD
Vice-Chairman

EXECUTIVE COMMITTEE

DAVISON, HENRY P.
DEFOREST, ROBERT W.
JENNINGS, WALTER
PURDY, LAWSON
RYAN, ALLAN A.
WINTHROP, HENRY ROGERS

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Ames, Louis Annin
Battle, Geo. Gordon
Baylies, Edmund L.
Bonbright, William P.
Brewster, Albert S.
Butler, William A.
Carlton, Newcomb
Clark, Judge Lester W.
Cowles, Russell A.
Cutting, R. Fulton
Dana, Dr. Charles L.
Darlington, Dr. Thomas
Demorest, William Curtis
Dike, Judge Norman S.
Dowd, Herman
duPont, Coleman
Farrell, Rev. W. B.
Friedsam, Col. M.
Griscom, C. A.
Harriss, John A.
Hayden, Charles
Holt, Hamilton
Ingraham, Phoenix
James, Arthur Curtis
Kruttschnitt, J.
Lambert, Samuel W.
Lindsay, John D.
Marston, Edwin S.
Mitchell, William
McAdoo, Judge William
McCall, Edward E.
O'Brien, Judge Morgan J.
O'Keefe, John G.
Partridge, Dr. Edward L.
Pendleton, Judge Francis K.
Reick, William C.
Reisner, Rev. Christian F.
Robinson, Beverley R.
Root, Elihu
Stanchfield, John B.
Steele, Charles
Stern, M. Samuel
Stewart, Lispenard
Straus, Percy S.
Taft, Henry W.
Townsend, Howard
Truesdell, W. E.
Whalen, Grover
White, John J.
Wise, Henry A.

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COMMITTEE ON ASSOCIATED WAR WORK

MEETING WAR'S GIGANTIC DEMANDS

MEN in the service and others coming to New York City during the progress of the war have repeatedly paid New York the compliment of being the most liberal and energetic among the cities of America in all forms of patriotic service. The most admirable type of co-operation in meeting the gigantic demands of war has been shown, and fine remedial work has been accomplished on every hand. Latterly the constituted authorities have been exercising a supervision over war charity appeals, which was notably lacking in the earlier days, when extraordinary and sudden demands were made.

The Committee on Associated War Work has cognizance of all questions relating to the manifold activities undertaken by the citizens, independent of governmental activities. It is recognized that immediately following any great disaster or other occurrence which excites the public interest, a considerable number of people, organizations and associations, start an immediate drive for subscriptions, with the ostensible purpose of using these subscriptions to afford relief.

It has been shown repeatedly that a very considerable proportion of the subscriptions thus obtained is used by certain societies for paying commissions, office expenses, salaries and the like, and that an extremely small portion ever reaches the object for which the subscriptions were given by a generous, but oftentimes undiscriminating public. Since the beginning of the war approximately 15,000 appeals were made from different sources for money for war relief, and it is believed that in many instances the money obtained has never been used in

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war relief. This criticism, of course, does not apply to such recognized societies as the Red Cross, Y. M. C. A., Y. W. C. A., Knights of Columbus, Salvation Army, Jewish War Relief, American Library Association, and other societies of established standing.

The matter has received the attention of the District Attorney, and prosecutions have been undertaken in a number of instances with notably salutary effects. It is proposed that proper ordinances be passed by the Board of Aldermen to the effect that subsequent to the date of the ordinances no new groups of individuals or societies shall solicit money for any form of relief, for any purpose, without first obtaining a license to do so from properly appointed city officials.

In order to obtain such license, the party or parties making application therefor must show their responsibility and provide ample security; and, further, must make monthly statements of money received and disposition of money; this ordinance to be *ex post facto* in effect so as to include all existing societies. It is proposed by the Mayor's Committee that these ordinances shall extend not only to work in connection with war and special crises, but that they shall embrace all charitable work of whatever description. It is held that all societies should submit to the authorities any and all literature which they propose to send through the mails soliciting subscriptions, and obtain the necessary official approval before this is distributed. Violation of such an ordinance would be punishable as a misdemeanor by imprisonment and fine, depending upon the circumstances.

APPREHENDING THE UNWORTHY

THE public is invited by the Mayor's Committee to give information of any attempts to collect money without proper authority. Such cases will be investigated by the Intelligence Department of the Committee, resulting evidence, if any, being placed before the District Attorney for use in prosecution.

The District Attorney's office has been engaged in this useful

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work as indicated. The Mayor's Committee, commanding as it does the volunteer services of a large number of people, has proved of material aid to the District Attorney's office in apprehending unworthy claimants in various directions. Further, the Committee, by co-ordinating all charitable work, assists in preventing duplication, unnecessary expense and waste of money generally, in addition to the various other duties which the Committee can profitably undertake.

Economy in collection, reduction in overhead charges, efficiency in administration, and the maximum of results represent in brief the standards set up by the Mayor's Committee in dealing with war charities and other activities in which the money of the public is invested. The cutting down of the heavy overhead charges which ordinarily absorb so much of the money given by the public in the form of contributions is a feature closely scrutinized as a matter of public protection.

While the Committee has every desire that the greatest amount of aid shall be given, and given quickly, in case of need, it nevertheless rigidly exercised its duty in protecting any unintelligent sections of the community which might respond to cleverly worded but unworthy appeals. The Mayor's Committee acts, in fact, as a clearing house of philanthropy for Greater New York. The value of its services is recognized by the Police Department and other official agencies by referring to the Committee applications for the inauguration of collections and other funds; and in consequence the Mayor's Committee exercises a sympathetic but wise supervision of war charities and other activities of public beneficence.

By reason of its being so potent a force, the Mayor's Committee also exercises its judgment on behalf of the Federal Government in sundry directions.

AMALGAMATION OF EFFORTS

Not alone does the Mayor's Committee encourage the getting together of charitable and similar organizations, but it stands for the amalgamation of every type of civic effort so far as is

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possible. In past years there were many small organizations scattered throughout Greater New York, which happily have united their forces in many instances to the great benefit, generally, of all concerned; but the Mayor's Committee feels that a still further amalgamation of forces may be usefully carried out in several directions, and has quietly exerted its influence towards this end.

Commanding, as the Committee does, the advice of some of the greatest organization experts of the country, the effort is for simplification at every point. The boards of many organizations doing constructive work to-day include committees on civic affairs, public safety, traffic, credit bureaus, and various types of merchants' associations. It is recognized that such boards should generally be divided into two classes of activity: Departments and Committees. The organization of a committee is somewhat less rigid than a department, and in many cases it may prove wise to discontinue a committee which has outlived its usefulness. Cognizance is had of the tendency to do away with "standing committees" altogether, with the idea that committees appointed to put through a definite task are more likely to do good and continual work. The permanent boards, on the other hand, such as credit and traffic bureaus and realty exchanges, are encouraged to organize separate departments with definite and constructive work to be performed, and, so far as is possible, with paid executives in charge. The Mayor's Committee is frequently consulted by associations which desire to have expert and entirely disinterested opinions as to the best way of organization and operation. It is needless to say that the Committee is always ready to supply such advice freely and gladly.

UNIFICATION OF CHARITIES

In some cities there have been formed special campaign organizations to deal with the money-raising work brought on by war-time and reconstruction appeals. In some cases the plan has been extended to include a permanent fund, which has

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become popularly known as a "War Chest." People are assessed in proportion to their income, or on some similar basis, and those who agree to this assessment make their payments upon the installment plan.

The approved plans for development include: (1) A central committee to pass upon the appeal for funds; (2) A permanent campaign fund organization; (3) The war chest plan, and a permanent fund with installment payment features.

It is estimated that more than one hundred cities throughout the country are now working on the war chest plan, and a number of large cities are considering an adaptation of the plan to their special requirements.

In Cleveland, Ohio, it is estimated that in a single year money which would otherwise have gone to ill-advised or fraudulent soliciting for alleged charitable purposes has been saved to the extent of $90,000. The usual plan in handling this matter is for such a body as the Mayor's Committee to have a special Endorsement Committee to pass upon solicitations. Cards of authorization are issued to all approved solicitors, and these must be shown upon demand. Signs are displayed in business offices, factories, etc., stating that contributions will not be made excepting under these circumstances. The Mayor's Committee is endeavoring to unify the most approved plans in dealing with charitable solicitations, and the results will be freely given for the benefit of other cities.

The first instance of a large community movement of this kind appears to be the Baltimore Fund—a $1,500,000 fund started early in 1917—to finance for a period of three years the Red Cross and other approved charitable and social agencies there. The City of Syracuse, N. Y., adopted a similar plan, when the Mayor issued a proclamation prohibiting the solicitation of funds without a license. As a result of this a general censoring committee was formed in Syracuse, and a plan was evolved whereby the citizens are called upon for given monthly payments for the duration of the war, to make up a yearly total of $1,200,000.

In Rome, N. Y., it is estimated that an average of two dollars

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was subscribed for the war chest fund for every man, woman and child in the community. Subscribers to the fund amounted to 35% of the total population and the employees of industrial establishments of Rome showed an efficiency average of 95.77%.

BOARDS OF INVESTIGATION

A LARGE number of cities have made some provision in the form of a citizens' board or central committee to investigate and pass upon the matter of all local appeals for financial aid. To unify these many efforts, the Mayor's Committee, as the New York City unit of the Council of National Defense of Washington, has moved in favor of a National Investigating and Endorsing Commission to cover not alone the charitable operations of cities, but of States generally. If this movement reaches national proportions, it is believed that practically every great community can be made to see that it is desirable that it should have its central committee to co-operate with the general central agencies in the important work of endorsement, as only in this way can adequate supervision be obtained. By this means the day of the fraudulent collector and the old-time "fifty-fifty charity" will be a thing of the past.

Federal departments at Washington for the first time in their history are making a definite effort to extend their activities to the great masses of the people throughout the States and cities of the Union. The Mayor's Committee on National Defense is the designated unit in New York City for various of these departments, and the results of mobilizing the civilian population for the winning of the war were early in evidence. There are many ways in which the Federal Government at Washington can be brought into intimate and permanent contact with the civic life of New York, and one of the most important functions of the Mayor's Committee is to centralize these activities and act as a clearing house between the General Government and the individual unit.

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WIDE CO-ORDINATION

A FEW only of the ways in which the Mayor's Committee met these needs may be mentioned:

Co-operation and support were given by the Mayor's Committee to all the various war organizations and societies which were interested, especially at the beginning of the war, in various ways in being of assistance to the Federal Government.

Aid was given through the influence of the Mayor's Committee in organizing entertainments, supplying speakers, military and police escorts for all kinds and manners of public affairs.

Co-ordination was given through the Mayor's Committee to the various war organizations in this City which have sprung up through the patriotic impulse for the purpose of giving various comforts to the Army and Navy.

Financial assistance, direct or indirect, was given to worthy organizations in arranging bazaars, fairs, gymkhanas, etc.

Volunteer service was rendered through the Committee to many worthy war organizations in need of volunteer workers to carry out their purposes.

Expert assistance is given by the staff of the Mayor's Committee to war organizations seeking guidance and information. A large and unlimited service was rendered in the way of advice and information to the soldiers and sailors within our City, assigning them to the various clubs and organizations established for their benefit, and serving their interests in a multitude of ways. Dissemination of information pertaining to the various war organizations of New York City was carried out on a large scale.

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COMMITTEE ON BUILDING AND CONSTRUCTION

This Committee has cognizance of all questions relating to the construction and repairing of buildings and all work usually contemplated under the terms of construction, repair and building operations, in the City of New York, for the period of the war and such time thereafter as may be necessary.

GEORGE MACDONALD
Chairman

GEORGE H. BENJAMIN
Vice-Chairman

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FOSTER, JUDGE WARREN W.
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Westgren, M. F.
Woodruff, Walter B.
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COMMITTEE ON BUILDING AND CONSTRUCTION

SUPERVISORY POWERS

CONSERVATION of building materials, labor and other factors in construction work was early made manifest as a part of the war program of the United States. Demands made by the ship-building yards, munition plants and in a thousand other directions rendered it imperative that no unnecessary erection of buildings or other public or private work should be permitted to lessen by any means the full striking power of America against its enemies.

As a logical sequence, the Mayor's Committee on National Defense was indicated by the War Industries Board at Washington as the supervisory power for New York City. The building censorship thus established began its operations promptly and effectively in harmony with the resolution which had been unanimously adopted by the War Industries Board, as follows:

Whereas, It has come to the notice of this Board that new industrial corporations are being organized in different sections of the United States for the erection of industrial plants which cannot be utilized in the prosecution of the war; and

Whereas, Plans are being considered by certain States, counties, cities, and towns for the construction of public buildings and other improvements which will not contribute towards winning the war; and

Whereas, The carrying forward of these activities will involve the utilization of labor, materials, and capital urgently required for war purposes: now, therefore, be it

Resolved, by the War Industries Board, That in the public interest all new undertakings not essential to and not contributing either directly or indirectly towards winning the war, which involve the utilization of labor, material, and capital required in the production,

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supply, or distribution of direct or indirect war needs will be discouraged, notwithstanding they may be of local importance and of a character which should in normal times meet with every encouragement; and be it further

Resolved, That in fairness to those interested therein, notice is hereby given that this board will withhold from such projects priority assistance, without which new construction of the character mentioned will frequently be found impracticable, and that this notice shall be given wide publicity, that all parties interested in such undertakings may be fully apprised of the difficulties and delays to which they will be subjected and embark upon them at their peril.

PLEDGES OF CO-OPERATION

Since that time the manufacturers of the principal building materials, including paving brick, face brick, common brick, hollow tile, cement, and lime, have agreed to co-operate with the War Industries Board in carrying into effect the spirit of the foregoing resolution, and the individual manufacturers have signed and filed with the Priorities Division pledges in writing substantially as follows:

> The undersigned hereby pledges itself not to use, nor as far as lies within its power permit to be used, any products of its manufacture now in, or which may hereafter come into, its possession or control, save (*a*) for essential uses, as that term has been or may be defined or applied from time to time by the Priorities Division of the War Industries Board, or (*b*) under permits in writing signed by or under authority of such Priorities Division; that it will make no sale or delivery of such products to any customer for resale until such customer has filed with it a similar pledge in writing, and that it will use its utmost endeavor to insure that its products shall be distributed solely for essential uses.

Similar pledges are exacted by manufacturers from their customers who purchase for resale.

That all interested in the manufacture and sale of building materials, as well as those interested in building projects of every character, may have a clear definition of or a ready means of ascertaining the uses to which such materials may be put, and be advised of building projects which may be prosecuted during the war with the approval of the War Industries Board, this circular is issued.

Structures, roads, or other construction projects falling within the following classifications are hereby approved, and no permits or licenses will be required therefor:

(1) After having first been cleared and approved by the War Industries Board, those undertaken directly by or under contract with the War Department or the Navy Department of the United States or the United States Shipping Board Emergency Fleet Corporation, the Bureau of Industrial Housing and Transportation of the United

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States Department of Labor, or the United States Housing Corporation.

(2) Repairs of or extensions to existing buildings involving in the aggregate a cost not exceeding twenty-five hundred dollars ($2,500).

(3) Roadways, buildings, and other structures undertaken by or under contract with the United States Railroad Administration, or a railroad operated by such administration.

(4) Those directly connected with mines producing coal, metals, and ferro-alloy minerals; and

(5) Public highway improvements and street pavements when expressly approved in writing by the United States Highways Council.

No building project not falling within one of the foregoing classes shall be undertaken without a permit in writing issued by or under the authority of the Chief of the Non-War Construction Section of the Priorities Division of the War Industries Board.

Should one contemplating building conceive his proposed project to be in the public interest or of such essentiality that under existing conditions it should not be deferred, then he will make a full statement of the facts in writing, under oath, and present same to the Mayor's Committee on National Defense, applying for their approval of the proposed construction. Should the Committee approve the construction project, they will promptly transmit the application, stating clearly and fully their reason for approving same, and will transmit it to the Chief of the Non-War Construction Section of the Priorities Division of the War Industries Board, Washington, D. C., for consideration, if need be, further investigation, and final decision. Should the application be finally approved by the Priorities Division a construction permit will issue which will constitute a warrant to manufacturers and dealers who have taken the pledges of co-operation above mentioned to sell and deliver building materials required in the construction of the licensed building project.

WAR'S IMPERATIVE DEMANDS

While it is not the policy of the Government to unnecessarily interfere with any legitimate business, industry, or construction project, it must be borne in mind that there is an imperative and constantly increasing demand for labor, material, and capital for the production and distribution of direct and indirect war needs to satisfy which much non-war construction must be deferred. A full realization of this fact by all loyal and patriotic citizens, including State and municipal authorities, is all that is required to postpone such construction activities as interfere with the war program. The construction projects which must now be deferred may be undertaken when we shall have won the war, and will then furnish employment to the returning artisan now on the battle-front as well as those who will then be released by strictly war industries.

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Circular No. 21 issued by the Priorities Division of the War Industries Board under date of September 3, 1918, dealing with non-war construction, applies only to projected buildings and not to those already begun. Where a substantial portion of a building has already been constructed, manufacturers and distributors of and dealers in building materials may continue to furnish such materials for the completion of such building, pending further action by the War Industries Board. The local representatives of the Council of National Defense are requested to make surveys of all building activities in their respective territories and report same as promptly as possible, together with their recommendations concerning the necessity for the continuance of such construction or deferring same until after the war.

A PATRIOTIC RESPONSE

ALTHOUGH there was nearly $100,000,000 worth of building construction in contemplation in this city, and ready to proceed upon the receipt of permits from proper authorities, the tendency of the trade was expressed as being ready to defer all kinds of building that could possibly wait until the opening of the building season in the spring of 1919. The trade was inclined to believe that the near future would develop such radical changes for the better in relation to the Government's construction program that it would be possible to have higher expectations in the matter of consideration at the hands of the building censors after the turn of the year.

Architects also in the meantime were working over their plans to eliminate steel wherever possible, but operations that could not wait were to be placed before the Committee for permits to proceed at once. There was reported to be a great quantity of this kind of work that would come up on application before the Mayor's Committee, including possible work of larger caliber than had prevailed in private construction reports for some time. The building trades of this city, in meeting the requirements of the Federal war program, showed at once a most generous spirit of individual sacrifice and collective patriotism.

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COMMITTEE ON CIVIC FINANCE

This Committee is empowered to deal with the protection of New York's interests in finance, equitable taxation, and the stabilization of all matters affecting the City's revenues.

LOUIS G. KAUFMAN
Chairman

A. BARTON HEPBURN
Vice-Chairman

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COMMITTEE ON CIVIC FINANCE

PATRIOTISM AND SELF-PROTECTION

THERE exists a dual question in the relationship of municipal to Federal finance. This question the Mayor's Committee on National Defense has endeavored to meet in a broad aspect by an academic but practical treatment of the subject as affecting Greater New York. At the same time consideration is given to the larger question of supporting adequately the Federal Government in connection with the greater financial burdens thrust upon the City by reason of the war.

The whole question and consideration of Federal duties and governmental support, in so far as the City is concerned, has been given unremitting study in connection with the various Liberty Loans and other demands which have been made from the superior source. There is no doubt that New York has the ability and willing spirit to continue to make its proper and proportionate contribution of finances for the successful conduct of the war as well as the great demands for readjustment in our country and the reconstruction abroad which inevitably will follow the cessation of hostilities. For the service aim of the Committee on Civic Finance is to arrive at a perhaps more equitable basis of support in connection with these demands. Varied points of view must be considered and the widest practical vision is obviously necessary for the successful continuance of the great industries upon which the prosperity of New York City is founded.

Taxation—city, State and national—is now so burdensome that the whole question is being studied by this section of the Mayor's Committee to arrive at a more scientific basis, if possible. In many cases the theory of taxation as affecting the City's interest results unintentionally in inequalities; and there-

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fore the object of the Mayor's Committee is to determine whether the burden of taxation cannot be more equitably applied.

EQUITABLE IMPOSITIONS

WITH the most economical administration, New York City taxes are notably high, and it is the purpose of the Mayor's Committee to assist in arriving at a more equitable scale of imposition to relieve the conditions which at the present time are inevitably burdensome. The general question of taxation is of course covered by the official Bureau of Taxation, but various questions not within the scope of such a bureau arise by reason of the abnormal demands brought about by the war.

It has been observed that both the National and State governments have shown a disposition to cast a large proportion of the burden of taxation upon the cities. This is done on the general theory that the major portion of the wealth of the country is centered in cities and that it is proper they should bear the major burdens of taxation.

It is admitted that this may in a sense be proper, so far as personal taxation is concerned, but manifestly unjust as affecting municipal rights.

The Committee on Civic Finance, therefore, takes up on behalf of the people of the City of New York all questions of taxation as affecting the city, to determine whether or not the burden is properly applied, and to resist all attempts at improper taxation.

Taxation is always a complex subject, and cannot by its nature be treated as an exact science. It is a confusing matter to the best experts, and of late it has taken on a more important and serious aspect by reason of the new and larger scope of taxation imposed by the Federal Government in carrying out its war program and post-war plans.

AN "A, B, C OF TAXATION"

AN "A, B, C of Taxation" has been in contemplation by the Mayor's Committee and affiliated organizations. There seems

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to be a great need for useful information in small pamphlets and popular presentation of the tax regulations of New York City, embodying excerpts from the laws of the State and Nation affecting the citizens of New York. The need for such a pamphlet in popular form has been shown recently by the abuses which have been brought to the public notice in connection with tax lien matters, whereby even those who are serving under the colors of their country abroad have been in danger of losing their property by reason of tax sales. Investigation by prominent authorities is under way, and it is anticipated that the present unsatisfactory position regarding tax matters will be taken under revision.

Aside from a popular presentation, the present tax rate and further improvements required to keep pace with the progress demanded for the stabilization of property interests within the City involve the question of an analysis of all laws, the City Charter, and other measures as affecting City finances, so that, if necessary, obsolete laws may be dealt with and revoked.

LABOR AND FINANCE

New sources of city revenue are engaging the study of members of the Mayor's Committee and of many other experts in budget-making. Practical reports on the requirements of reconstruction finance, and what must be done to meet these enlarged demands, are in preparation in various quarters, and to New York City belongs the credit of having first issued the findings of such investigations.

Two theories are in circulation as to the effect which the close of the war is to have. In America there is a considerable body of public opinion which predicts a slump, whereas in the British Isles, for instance, many people are convinced that the war is to be succeeded by a period of immensely widened industrial and commercial activity.

It is believed by the British that a readjustment of labor conditions will be necessary. Previous to the amazingly patriotic way in which labor has responded to the urgent needs of the

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war, production in the British Isles had been cut down, because of a "ca'-canny"—a Scottish word indicating that workers applied themselves either with speed or with slackness, according to the amount of money they could earn.

It is obvious that the financial prosperity of New York must depend in large part upon labor conditions; and upon this, as upon other phases of the City's financial stability, the Mayor's Committee is bestowing great care.

SANE FINANCE

THIS Committee has cognizance of the questions relating to the finances of the City which are administered by the competent authorities. These functionaries generally apply existing laws wisely; but the pressure of their duties permits them no time in which to suggest or incorporate new ideas or to apply the principles of economic finance to the problems which arise. The immense growth of the City and its further development make it necessary that the questions of civic finance should receive consideration so that the principles to be observed, as well as the application of those principles, may be determined.

Sane finance in coping with the increased municipal requirements brought about by the added demands from the war, is an additional reason why these matters necessarily are placed in the special care of a Committee whose individual members have had a wide experience in all matters pertaining to municipal finance, industrial banking, the labor situation and other questions which apparently are to be acute at the close of hostilities.

The conversion of factories for doing peace-time work in war time, and of war-time work when peace has come, is a factor in the situation which is being specially studied. Included in this subject is the great need for additional facilities for banking credits for established industries. In other words, the Committee on Civic Finance, while having cognizance of all matters and elements which are to be considered for the continuation and solidification of civic finance of the City, has neces-

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sarily taken note of the transitions brought about by the war. The change from peace-time finance to the seemingly inordinate demands of the Federal Government upon the City's tax raising abilities is a question of most serious concern for the City, and consequently is a concern of this Committee. Income tax and mounting industrial imposts necessarily have a bearing upon the protective interests exercised by the Committee.

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A TYPICAL INDEPENDENCE DAY FLOAT

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COMMITTEE ON CIVIC PROBLEMS

This Committee has cognizance of all questions affecting New York City relating to Civil Government and the rights and privileges of citizens; and as regards charitable and reformatory questions arising out of the present war.

MORTIMER L. SCHIFF
Chairman

CHARLES D. HILLES
Vice-Chairman

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COMMITTEE ON CIVIC PROBLEMS

IMPENDING CIVIC CHANGES

THE war has brought about immense changes; it has created new conditions; it has stirred into activity many questions heretofore dormant; it has brought out the good and likewise the bad in mankind. It has excited loyalty and patriotism, as also vicious antagonism and all the destructive elements found in humanity. It is believed by those who have considered the subject, that many important changes will take place in the government of cities.

The problem of handling the seven millions of people of Greater New York so as to insure order and conduce to their happiness, is one that immediately appeals for serious consideration and wise counsel.

This statement is made only as a suggestion of what may be looked for in the future, with the hope that the condition will be recognized and proper measures taken to insure adequate government and relief. The subject is so large that it cannot be here outlined and must be developed by the City as a whole.

COMMUNITY COUNCILS AND WAR

To meet the immediate need, efforts at community betterment on a scale never even heretofore planned are being carried on from the Hall of Records as the centre of activities of the Committee on Civic Problems. Many civic interests are being served through this section, but, by the limitations of space, two major operations only will be mentioned in any detail here.

The first sizable piece of constructive work which was undertaken by the Committee was in connection with community

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councils as a means whereby the work of the Mayor's Committee can be carried out into the immediate community. This work was taken up in April, 1918. President Wilson on March 13th had issued an appeal for communal service, and as the recognized New York unit of the Council of National Defense at Washington, the Mayor's Committee promptly entered upon the gigantic task of carrying out the Federal program.

In the words of the Council at Washington: "The successful conduct of the war rests entirely upon the development of public opinion in the spirit of the war to the highest possible degree, and there is no form of organization which can reach every member of the community as can the community councils. The people of New York will look to the Mayor's Committee as to no other body for direction in this work. They are the official war body for your city and the only organization around which every agency can be gathered. . . . Prompt action is necessary as the work is great and of far reaching importance, and unless a common leadership is established which all may follow there is great danger that many agencies will proceed upon their own initiative, which will greatly impair the efficiency and intelligence of this work."

ADAPTING THE FEDERAL PROGRAM

A SERIES of conferences with practical social workers and prominent residents of the City interested in civic betterment was immediately entered upon to determine what could be done to give effect to the Washington program for civilian war service. A special committee was appointed to work out a practical plan for the co-ordination of war work and the development of community councils in New York City.

The results of the preliminary survey were presented before a largely attended conference at the City Hall on June 10th. The findings of the special sub-committee were then presented in the following report:

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A PLAN OF CO-ORDINATING WAR WORK AND DEVELOPING COMMUNITY COUNCILS IN NEW YORK CITY

I. ORIGIN OF THE PLAN

Upon the basis of the President's letter and at the urgent suggestion of the Council of National Defense, the Committee on Civic Problems of the Mayor's Committee on National Defense called a meeting on April 26 to ascertain whether it was the opinion of those now engaged in war work in New York City that the Mayor's Committee could render service along the lines indicated in President Wilson's letter.

At this meeting, to which some forty representatives from various organizations were invited, it appeared to be the unanimous opinion of those present that the Mayor's Committee should assume leadership in this work. A committee of eight was appointed to consider what should be the scheme of organization for carrying the Government's war program into every community. Furthermore, this Committee was instructed to draw up plans for a larger conference to which the scheme of organization should be presented. The committee of eight presents the following report:

II. BASIS OF THE PLAN

The attention of the Committee was at once directed to the letter of President Wilson and to the memoranda of the Council of National Defense laying down the basis of the work and the general plan of procedure. These communications strongly urge the need of a "fusion of energies now too much scattered" and the necessity of extending present activities to communities not yet properly organized. The program laid down calls specifically for:

1. The organization of the entire community in support of the war through the means of community councils.
2. The "centralization and correlation of the war work of all organizations."

The problem is, therefore, clearly one of co-ordination of existing efforts, and the development of machinery for carrying the Government's program into every community.

III. INVESTIGATION

Before the plan of co-ordination could be developed, it was obviously necessary to know what was to be co-ordinated. The Committee, therefore, at once got into touch with the principal or-

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ganizations now doing war work in New York City and made an investigation as to:

1. The agencies now engaged in war work, the types and scope of work now being carried on by each, and the plans for further extension.
2. The possibility of co-ordinating existing efforts in New York City and the plans that could be most easily adjusted to the work already under way.

IV. FINDINGS

The findings of the Committee are of the most complex nature, and are very difficult to summarize in a few words. The following, however, present the most essential facts:

1. There is already under way an amount of war work that is little short of amazing. More than 1,000 organizations have been listed as engaged in war work in this city. Some of these agencies are thoroughly organized and have under way extensive programs which are being carried out with a high degree of efficiency. Some are devoted to a single line of endeavor, while others are attempting to carry out from two to ten or more separate programs.

2. While in numerous cases agencies are co-ordinating in special work, no general plan of co-ordination has been developed, and in fact in no one place have we been able to find a classified statement of the activities of even the principal organizations along functional lines.

3. From the territorial point of view, we find some communities very successfully organized for carrying out various types of work, while other communities are very backward and have responded very faintly to some of the more important sides of the war program.

4. Concerning the organization plans upon which the various agencies are developing their work, we also find much variety. Some agencies attempt to carry out a single program. Other agencies are attempting to carry out within a restricted area several types of work along functional lines, and still others are endeavoring to effect an organization based upon the general community council plan.

5. Concerning the attitude of the agencies now engaged in war work toward the suggestion of the Council of National Defense that the Mayor's Committee should assume leadership in the matter of developing community councils and co-ordinating existing efforts, the Committee finds a most promising spirit. It appears to be the strong conviction of many of those consulted that there is urgent need for co-ordination and that the lead should be undertaken by the Mayor's Committee.

6. The Committee also finds that an important number of societies not now engaged in war work are ready to co-operate, not to mention

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the thousands of individuals who are eager to join an organized effort for community support of the war.

V. DISTINCT TYPES OF WORK CONTEMPLATED

Concerning the correct plan for co-ordinating the work in each community, however, there exists a wide difference of opinion. An examination of the various plans, however, in the light of the facts presented to the Committee convinces us that there is nothing essentially contradictory among these plans, but that each is suggested with a view to placing emphasis upon a separate phase of the work. In this connection the information presented to the Committee clearly indicates that there are two distinct types of work to be done and that each type calls for a distinct form of organization. Furthermore, a re-examination of the proposals of the President together with the memoranda of the Council of National Defense clearly indicates that each has in mind these same two distinct types of work.

By dealing with each type separately it is believed that we may remove nearly all elements of confusion and conflict and in a large measure accomplish what each of the various groups has in mind.

The first type of work contemplates the organization of every locality upon the community council plan, the special function being "to enlist and maintain the enthusiasm and support of every individual back of the war."

Such community organizations would handle the work of extending propaganda through mass meetings, patriotic parades, house-to-house canvasses, etc. In addition to the foregoing, they would undertake any particular work that might have special local importance.

For the development of this community council work there is a popular demand of great strength; an enthusiastic group is ready to support it; it has the approval of the President of the United States and the urgent backing of the Council of National Defense, and, in fact, it is already partly organized in some localities. It should be pushed as rapidly as possible, and every aid from the Mayor's Committee on National Defense should be given to it.

However, community councils organized on the democratic basis cannot be expected to accomplish all that is necessary to carry out the entire program of co-ordination desired by the President and the Council of National Defense. Democratic organization from the ground up has not proved the most efficient method of obtaining quick action where great administrative problems must be summarily dealt with. The whole history of the war in democratic countries has shown conclusively that rapid and effective administration demands centralization of administrative programs, and organization from the top down. Moreover, it is the belief of many of those who have had the longest experience in social work and community organization in New York City that effective machinery for administration

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through the means of community councils cannot be developed with sufficient rapidity to carry out all of the emergency plans of the present war program.

The second type of work included in Washington's programs contemplates the construction of a co-ordinating machinery which will not only harmonize existing efforts, but will provide the means for concerted administrative action in carrying out future war programs. It is essentially executive and administrative in character. It has to do with the co-ordination of existing work, the formulation of plans for the execution of definite programs involving more or less technical knowledge and the carrying out of these plans through the means of trained assistants.

To accomplish this second type of work, therefore, the community council plan should be supplemented with a more direct plan of organization that can be immediately established at the head of the work and that will establish immediate contact between the Council of National Defense at Washington and the central organizations already at work in the various fields of the war program.

As a basis upon which the second plan should be carried out, the Committee presents the following conclusions:

1. UTILIZATION OF EXISTING ORGANIZATIONS. To avoid duplication of work now being done as well as to obtain the organization and personnel necessary to the accomplishment of the vast program proposed by the President and the Council of National Defense it is absolutely necessary that the work planned by the Mayor's Committee be done for the most part by and through those already engaged in war work.

2. SMALL EXECUTIVE COMMITTEE. In order to obtain quick action, it is necessary to have a small executive committee which can turn the Government's plans over directly to those who must carry them out.

3. FUNCTIONAL ORGANIZATION. The program of work is too vast and the kinds of work too numerous to be dealt with quickly and adequately by one group. This statement is true both of central organization and local organization. The Executive Committee must, therefore, work through independent sections organized along functional lines, and these central sections must be able to deal directly with those in each community qualified to do the particular type of work in hand.

4. REPRESENTATION OF ALL INTERESTS. All those now engaged in war work, regardless of creed, politics, or other differences, should be represented in the central body that undertakes the general co-ordination of the work. But as this body would be too large for executive work, it should be divided into sections, each of which would include those individuals and representatives of organizations interested in any special type of work.

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VI. PLAN OF ORGANIZATION

It is the belief of the Committee that the two principal programs above outlined can be put into immediate operation by the following two-fold plan:

A. An executive-administrative organization to be appointed and to act as the central co-ordinating group.

B. A democratically elected community council in each locality, which would send delegates to the central co-ordinating committee.

A. THE CENTRAL CO-ORDINATING ORGANIZATION.

(I) Executive Committee:

To consist of not exceeding fifteen members in addition to the following, who will act *ex officio:* The President of the Board of Aldermen, the City Chamberlain, the President of the Board of Education, the Chairman of the Mayor's Committee, the Director-General, the Chairman of the Committee on Civic Problems.

(II) City Committee on the Co-ordination of War Work.

1. To include:
   - (a) Representatives from every important agency now doing war work.
   - (b) Representatives of departments of the City Government concerned in war work.
   - (c) Elected representatives from community councils, as fast as they may be organized, as explained below.

2. This Committee to be divided into sections upon functional lines as indicated immediately below.

(III) Functional Groups within City Committee on Co-ordination.

1. Each group to include all members of the City Committee representing agencies concerned with or engaged in the particular type of work in question.

2. Each functional group to organize on whatever plan can be adjusted to the work already under way.

3. Each functional group to be known as the "Central Co-ordinating Committee on —— —— Work."

4. Each functional group to carry down the subdivision of its organization to the smallest community organization that is best adapted to its particular type of work (in some cases this may be the school district, or assembly district, or police precinct, or district of the local exemption board). The important thing is not that all types of work should use the same district for purposes of administration and co-ordination, but that each should cover the entire City in the way best adapted to its particular work and that it should be enabled to utilize the districting plan already effected in its particular line of work.

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B. COMMUNITY COUNCIL ORGANIZATION.

(I) Essential Facts.

The vast possibilities of this movement are not to be questioned, but opinion is divided as to the proper size of the community unit, and as to the best method of organization. No less than eight separate systems of districting the city have been suggested.

However, it does not appear that the movement should be held back until a uniform system of districting can be agreed upon. Nor is it clear that a uniform district is essential or best adapted to the closest community co-operation. For years community work has been done in districts of varying sizes, and wherever such a district is well defined it would appear to be the normal unit for the community council. At this time the all-important consideration is that the movement should be given the active backing of the Mayor's Committee and that community councils now organizing should be officially recognized.

(II) Immediate Program.

1. Community councils to be organized in each locality as rapidly as possible.

2. Each community to determine its own boundaries and in case of serious overlapping or the omission of sections in between communities, the question to be determined by conference of the adjacent communities with the Executive Committee.

3. The Executive Committee to be empowered to give the official recognition of the Mayor's Committee on National Defense to community councils now in process of organization, this recognition to depend only upon the two following provisions:

(a) That the community council shall be open to and representative of every resident and every social activity within the community.

(b) That it shall agree to co-operate in the support of the general war program to be carried out by the Mayor's Committee on National Defense in conjunction with the Council of National Defense at Washington.

4. Until such time as it may be feasible to divide the city for the purpose of establishing borough and district councils, each community council shall be asked to send delegates to the City Committee on Co-ordination of War Work, such delegations to be apportioned roughly according to population.

5. The delegates from the community councils serving as members of the City Committee on Co-ordination of War Work to act with the Executive Committee and the various functional groups in carrying out any particular plan to be decided upon by the City Committee.

C. THE PRACTICAL WORKING OF THE TWO-FOLD PLAN may be illustrated as follows:

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1. The Executive Committee on Co-ordination will receive official notice of the work to be done.

2. The Executive Committee will then call a meeting of the particular section of the City Committee immediately concerned with this work. (As explained before, this functional section will include all those members of the City Committee that are now engaged in the particular type of work, including city officials and representatives of organizations.)

3. This section, which then constitutes the Central Co-ordinating Committee on —— —— Work,* will then formulate the plan of administration and proceed to carry out the program through its own sub-agents in each locality.

4. After the program of action is thus decided upon, the Executive Committee will call into conference the delegates from the community councils and arrange with them to organize the community in each locality to back up the program.

5. The local community council will then have a meeting and transact the following business:

(a) Public demonstrations will be planned to bring to the entire community the special work in hand.

(b) A committee of those interested in this particular type of work will be appointed to co-operate directly with the representatives of the Central Co-ordinating Committee having charge of that particular work in that locality.

In summary, the plan of co-ordination is as follows:

(a) The central functional group composed of experts already engaged in that line of work formulates a plan of action and proceeds to carry it out immediately through its sub-agencies.

(b) The representatives of the community councils in the Central Committee also receive the plan from the central functional group and carry it to the local community councils.

(c) The local committees of the community councils then meet the local representatives of the central functional group and co-operate in carrying out the details of the plan in that locality.

VII. PLAN FOR IMMEDIATE ACTION

1. An Executive Committee to be appointed.

2. This Executive Committee to proceed at once to organize the Central Co-ordinating Committee in each important branch of war work along lines similar to those suggested in this report.

3. The Executive Committee at once to recognize the community councils which meet the two conditions suggested in this report.

4. Delegates from these recognized community councils to take their places in the Central Co-ordinating Committee as fast as elected,

* Whatever work is appropriate to the Committee in question.

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and to be asked to co-operate in the extension of the community council plan to all localities not so organized.

USING EXISTING AGENCIES

At the City Hall conference it was explained that to avoid duplication of work now being done, as well as to obtain the organization and personnel necessary to the vast program as proposed, it is necessary that the work planned by the Mayor's Committee be done for the most part by and through those already engaged in community war work.

The conference unanimously endorsed the plan of co-ordination as presented. A chairman and other officials were appointed with an executive committee of fifteen to inaugurate the plan for Greater New York. Details of the organization are now being developed along independent lines by desire of the Mayor's Committee.

JUVENILE DELINQUENCY

War conditions have increased juvenile delinquency to an alarming extent in Europe. Germany and Austria have shown increases up to 370 per cent. America fortunately has been slow to respond to the removal of parental restraints resulting frequently from the absence on war service of the father and the preoccupations of other adult members of the family; but the Committee on Civic Problems moved promptly for preventive measures. The Big Brothers, Big Sisters and other movements were co-operated with early and effectively. A series of monthly conferences were held at the Children's Court in New York City, where the testimony of magistrates and other social workers tended to confirm the fear that demoralizing conditions might enter American life if precautions were not taken.

The last official report from Albany is that delinquency among young girls in the State of New York has increased by twenty per cent. and there is indication from other sources that

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a generally similar condition prevails in some other sections. The Mayor and other officials were approached on the matter of preventive measures being taken to guard the moral welfare of the young, after the matter had been considered by a special committee. At the instance of the Committee on Civic Problems of the Mayor's Committee, special legislation was introduced before the Board of Aldermen.

To bring the need for better supervision directly before the public, the Committee was instrumental in having the following manifesto issued from the Mayor's office:

PROCLAMATION!

To the Parents and Guardians of the Children of the City of New York:

There has been an alarming increase in juvenile delinquency in European cities and there is danger of a similar increase in the City of New York. Conditions brought on by the war have led the Mayor's Committee on National Defense through its Sub-committee on Civic Problems to bring to my attention the fact that with the co-operation of parents and guardians, danger of an increase in juvenile delinquency may be removed.

The experience of those dealing with juvenile delinquency in this and other cities shows that delinquency is more largely caused by lack of care in planning the leisure time and recreational activities of children rather than being due to any inherent desire on the part of the child to be bad. This applies to the children of the rich as well as of the poor.

Therefore, as Mayor of the City of New York, I appeal to all parents and guardians of children, especially now that our schools are closed for the summer, to make it a matter of special concern to see that every child in the City of New York has the benefit of a carefully thought out plan for all of his or her leisure time and recreational activities.

In those homes from which men have been called for active service, it is especially important that someone be found as a counsellor or aide in giving leadership to the boys and girls who might otherwise suffer for the lack of attention.

The regular vacation and recreational activities of children should not be curtailed because of the war. In view of the increasing importance of this problem, all organizations engaged in playground and recreational work should increase their facilities. Parents and guardians should plan to have their children take advantage of the

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facilities furnished by the city authorities and other organizations promoting recreational activities.

The Mayor's Committee invites the active co-operation of the public press and the citizens of New York in preventing any increase in juvenile delinquency and to this end will welcome suggestions.

All who can give volunteer service are urged to co-operate with existing organizations which are promoting playgrounds, civic centers, social settlements and the various movements for the recreational activities of boys and girls.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the seal of the City of New York to be affixed.

Done in the City of New York, this twenty-sixth day of July, in the year of our Lord one thousand nine hundred and eighteen.

(Signed) JOHN F. HYLAN.

By the Mayor:
GROVER A. WHALEN,
Secretary to the Mayor.

A NATIONAL EFFORT

THE need for prompt action on the matter of juvenile delinquency is being brought to the attention also of the Mayors of other important cities throughout the country. The effort of the Mayor's Committee is to exert the widest influence through the recognized leadership which is exercised by New York City on national affairs.

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COMMITTEE ON COMMERCE

This Committee has cognizance of all questions relating to all foreign and domestic commerce as affecting the City of New York during and following the war.

IRVING T. BUSH
Chairman

LEWIS E. PIERSON
Vice-Chairman

EXECUTIVE COMMITTEE

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DOWNEY, JOHN P.
O'GORMAN, JAMES A.
STRONG, BENJAMIN
TOWNE, H. R.
TWITCHELL, H. K.
VAN SINDERIN, HOWARD
WILLIAMS, ARTHUR

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Adrian, Charles
Ames, Louis Annin
Appleton, R. Ross
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Heide, Henry
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Kunhardt, Henry
Marling, Alfred E.
McAvoy, Thos. F.
McCarter, R. D.
Metz, Herman A.
Montgomery, R. H.
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Paton, Thomas B.
Patten, Thomas G.
Phelan, John J.
Platten, John W.
Plimpton, G. A.
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Straus, Jesse I.
Tilford, Frank
Tompkins, Roswell D.
Vogel, Edwin C.
Walker, H. B.
Wallach, Samuel
Warburg, Felix M.
Weil, Jacob
Wendt, Alfred
Wheeler, Howard
White, John J.
Wilbur, John A.
Wiley, Louis
Williams, Talcott
Wilsey, Frank D.
Wise, Henry A.
Wright, H. J.
Young, John R.
Young, Owen D.
Zucca, Antonio

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COMMITTEE ON COMMERCE

A PRODIGAL EXPENDITURE

QUESTIONS of commerce can no longer be isolated by reason of the mere geographical location of people in the future great family of nations. The strength of New York has been prodigally expended on behalf of the neutral and allied countries during the war, and the situation arising out of these conditions must have early and expert treatment. Among the new conditions to be met is that of the gigantic merchant marine and its wide activity which remains as a result of the prodigious ship-building program so effectively initiated and carried through by the governmental authorities.

If New York is to retain its supremacy in commerce, it is inevitable that warehousing and dockage facilities should be increased, and rearrangements made regarding transportation, insurance and other related matters. A broad and sympathetic attitude all around must be initiated as a permanent policy in expanding the City's commercial relations at the end of the war.

There exists a great water-front, with deep-water facilities such as are possessed by few harbors in the world, and co-operation is being had with related departments of the Mayor's Committee relative to taking full advantage of the notably favorable situation to keep New York in the front rank of the great centers of trade.

The Committee on Commerce has cognizance of all questions relating to the external commerce of the city; that is, external commerce as differentiated from wholesale industries. This involves important problems of trade, not alone with foreign nations and national dependencies, but even between the States of the Union. It has long been recognized that a certain proportion of the external commerce of the City of New York is done at a loss, owing to the cost of rents, lack of terminal fa-

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cilities, transportation, high insurance, labor conditions and the like.

REARRANGING HANDLING-WORK

In this respect, as in so many others, America can take a lesson from many of the cities of Europe. These cities have arranged that the handling of external commerce takes place outside the city limits, and great advantage has resulted. In view, however, of the great increase in warehousing facilities within the limits of Greater New York, brought about by the war, it is likely that better opportunities will be given for handling commerce in or near the City. It is believed that by taking advantage of the new warehousing and other accommodations brought about by the war, the scattering which otherwise would be inevitable may be avoided to a large extent. This would materially aid commerce along its present channels of operation, but if New York is to maintain its commercial supremacy it must of necessity prepare for the greatly increased ebb and flow of trade which will inevitably enter this port.

The general problems connected with the development of the port of New York have increased enormously since the outbreak of war by reason of the tremendous amount of shipping which has been passing through New York City and its environs. This question affects, not alone Greater New York, but the Jersey shore, and reaches even farther. A joint commission has been formed to oversee the proportional development of the portage facilities surrounding the City as a whole, as it is recognized that the commercial possibilities of New York City after the war are almost unlimited.

A survey has been made of the possibilities of a form of free trade in connection with the great manufacturing stimulus which is already apparent as a result of the war. Hamburg, for instance, took its premier position as a German port by carrying out such an idea. Raw materials come in under bond from abroad to be manufactured at Hamburg, and are sent out again—oftentimes to the countries whence the raw materials came. It is believed that such a plan can be put into

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effect, not alone in New York, but in certain other great ports of the United States.

IMPORTATIONS IN BOND

A DEVELOPMENT of this plan has been proposed as regards the importation and sale of goods of foreign manufacture. Recently there has been put into effect in this City a great central mart which reproduces in a way the idea which has long been effective at Nijni Novgorod, Leipsic, Birmingham, and other European cities in their periodical commercial fairs.

One finds it almost impossible to visualize or grasp the possibilities of New York as the world's greatest port. The extended water-front, represented by Manhattan, the Bronx, Long Island, Staten Island, and the Jersey shore, offers simply tremendous facilities for the development of shipping; but, on the other hand, New York has let its shipping go to a large extent. In the old days, the seafaring men could look out of their windows on the heights in Brooklyn, to their three-masters and other shipping, lying almost at the foot of their gardens. The City then had a sea-loving population which has almost disappeared as regards the old type that loved to watch the boats come and go, flying the American flag to practically every port in the world. They were part of the City and its maritime possibilities, as pictured in "The Harbor," the novel in which Ernest Poole gives an account of old New York and its neighboring towns in the days of the City's maritime glory.

LATIN-AMERICAN TRADE

THE attention of progressive business men is increasingly turned to the countries of Central and South America. Now that the grip of Germany has been removed from those countries, it is anticipated that the Allies, and America in especial, will be paramount in those great fields.

Members of the Mayor's Committee who have resided in those countries and made an extended study of their conditions and traditions, have outlined plans by which America should

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become paramount in those markets. Co-operation has been had with several large official and semi-official organizations working towards this end; and important developments in these directions are under course of consummation.

The Committee is encouraging the learning of Spanish by young men and women as offering one of the best fields of commercial advancement at present existing. Plans have been under consideration for some time by members of the Mayor's Committee for establishing one or more special commissions to proceed to Latin-America for an extended study of the new conditions arising out of the war. It is recognized that a general reorganization is needed by experts in the way of wholesale and other trade developments to form plans by which every advantage may be taken of the new conditions brought about by peace.

JUNIOR CHAMBERS OF COMMERCE

ADAPTING to New York the plan which has been made effective in other cities, attention has been given to the fostering of Junior Chambers of Commerce. The efforts thus far made in various places have been very successful in the interesting of children in commercial and other civic activities. In some places, the sons of members of the Chambers of Commerce have been conducted on visits through local factories, and as a result a Junior Safety Council was hit upon. In one place more than five thousand junior members have been enrolled, and these boys have made a study in their own original ways from the standpoints of personal health, sanitation and civic attractiveness. This movement has even grown to such an extent as the starting of a "Dandelion Day," to keep down this pest from lawns as a community activity. It is obvious that the co-operation of school superintendents and others interested in the young is a great advantage. The encouragement which the Mayor's Committee has given to school gardens and community gardens is in line with this general development for encouraging young people.

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COMMITTEE ON DOMESTIC SUPPLIES

This Committee has cognizance of all matters relating to the supply and distribution of all character of domestic supplies, including food, fuel, etc., etc., throughout New York City.

JAMES H. POST
Chairman

LEWIS E. PIERSON
Vice-Chairman

EXECUTIVE COMMITTEE

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BUTLER, JAMES
JUHRING, J. C.
LUCE, HARRY J.
RUNKEL, LOUIS
RYAN, GEORGE J.
TILFORD, FRANK
WARD, GEORGE S.

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Williams, Arthur
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COMMITTEE ON DOMESTIC SUPPLIES

CITY COMMISSIONS

DOMESTIC supplies involve food, coal, ice, and in fact all the necessary supplies. In a great city like New York, the question of maintaining domestic supplies, in order that there shall not be very considerable variations in price, is one of extreme difficulty.

Cities very much smaller in size in Europe have had commissions that worked on this subject for the past twenty years; much has been done and much remains to be done.

If the population of New York continues to increase at the rate at which it has increased, the present facilities will be found to be entirely inadequate, and great changes must take place. The population probably will increase and very soon. Last winter's shortage in coal is a warning of what might conceivably be expected in all classes of supplies handled in large quantities, and the matter should receive attention.

PROTECTING THE CONSUMER

ONE of the first duties this Committee was called upon to perform came through a letter written on April 24, 1918, by the Mayor to the Chairman of the Mayor's Committee on National Defense and referred by him to the Committee on Domestic Supplies. The text of the letter was as follows:

> The Federal Fuel Administrators have warned us that there is another fuel shortage awaiting us, and it seems to me that your Committee can render no greater patriotic service than to devote itself to preventing distress from that cause to the direct and indirect dependents of those who will be under arms in the service of their country.

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There are many thousands of families in New York who have not and who will not have the money or storage facilities to make advance provision against a probable coal famine next winter. Realizing this, it is our duty to act for them so far as we can. I, therefore, designate your Committee to undertake, in co-operation with the Department of Markets, this humane task, *i.e.*, the purchase and storage of coal for sale to the poor of New York next winter.

Although the newly created Department of Markets has the authority to employ the city's credit for such a purpose, it is not possible for them at this time to handle the matter without co-operation, as, in addition to other duties, they are concentrating what available machinery they have on the ice question—the supply for the poor this coming summer.

The City Chamberlain will be my representative in procuring such co-operation as may be necessary and possible on the part of the banking interests of the city to assist in financing this undertaking, if city funds cannot be made immediately available for this purpose.

An organization known as the Greater New York Retail Coal Dealers Association, claiming a membership of 3000 coal peddlers and asserting that it is the largest medium of distribution to the very poor of New York, has also pledged its co-operation.

During the months of December, January, and February the average consumption of "peddler" coal, that is, coal sold in very small quantities, *i.e.*, up to 100 lbs., is about 25,000 tons per week. Not less than 300,000 tons of this kind of coal should be bought and stored this summer, beginning at once.

Please, therefore, select an efficient and sympathetic sub-committee, each member of which must realize the serious responsibility resting upon him, to take complete charge of this matter.

300,000 TONS OF COAL

THE Executive Committee on Domestic Supplies immediately took up this suggestion and a meeting was held, at which it was deemed advisable to augment the deliberations by a special committee of coal dealers. Three were appointed from each borough. Details were carefully arranged and a full meeting of the Committee on Domestic Supplies with this special committee on the coal trade of the various boroughs was held at the City Hall on May 28, 1918. Co-operating through the Commissioner of Markets, negotiations were entered into immediately for the securing of 300,000 tons of peddler coal direct from the mines. Contracts were confirmed at a subsequent

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meeting held at the City Chamberlain's office at which arrangements were made with the coal committee. To finance this purchase, the delivery of the coal to be made under authority of the city's Department of Markets to the coal dealers was equitably apportioned as to the different boroughs. Negotiations were entered upon for securing 300,000 tons more of this kind of coal.

Work is now under way in planning a special campaign for coal conservation, intended to bring home to the public the necessity as well as the means of fuel conservation. An interesting program is being worked out for the holding of a public meeting at an early date, with prominent speakers and mechanical engineers, who can discuss the various phases of fuel conservation and the methods advised by the State Fuel Administrator. Particular emphasis is being placed upon the elimination of waste, which it is hoped will be avoided by the issuance of restrictive orders as to the use and consumption of fuel.

THE ABSORBING FOOD PROBLEM

MANY attempts have been made by the municipal government to determine the amount or regulate the supply and distribution of food within the city limits. The food problem is now absorbing a large part of the attention of this Committee. Various reports and the result of investigations that have been undertaken concerning food supplies, milk, and the like, are being discussed and representatives from the city and State Bureaus of Markets have attended the meetings of the Committee and spoken on various problems confronting their departments. This has led to a study of the question of obtaining proper supplies, housing and distributing them, profiteering in food, its sanitary inspection, etc. Even a question of the breakage of eggs in shipping and the methods taken to remedy this are problems now under consideration.

One interesting suggestion that was submitted to the Committee had to do with the investigation of domestic supplies as extended to hospital and charitable service, as well as such

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emergency service as might be needed in case of disaster. The calamity that recently occurred in Halifax has brought clearly to the foreground the fact that the first requirement following disaster of that kind is food. It has been said that many of the European governments provide in advance for such contingencies and are always ready to meet unusual demands which might be made. This Committee has been asked to take into consideration that preparedness along the lines thus indicated is an essential growing out of the war itself, and is now receiving careful and serious attention.

FOOD ZONING

PLANS were under way and are now being carried out through another department for the compilation of maps of the metropolitan food distributing zones within a thirty-mile radius, indicating the various features that will help the study of these particular problems and take care of the plans of overcharging and unequal distribution should it become necessary at any time to ration the people as a war measure.

Plans are under way also for the formation of consumers' organizations, which might assist in working out methods of rationing the people and the adoption of such regulations as would be needed towards its proper enforcement, should this become necessary at any time in helping to win the war.

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COMMITTEE ON ENTERTAINMENT AND RECEPTION

This Committee has cognizance of all questions relating to the reception of all public, private and distinguished guests at all entertainments given in New York City under the auspices of the Mayor's Committee on National Defense.

RODMAN WANAMAKER
Chairman

CHARLES B. ALEXANDER
Vice-Chairman

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JOHNSON, ALFRED J.
KUNZ, GEORGE F.
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MORGAN, WILLIAM FELLOWES
WHALEN, GROVER
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Ochs, Adolph S.
O'Flaherty, James
Porter, Gen. Horace
Satterlee, Herbert L.
Scholz, Emil M.
Seligman, Henry
Sherrill, Gen. Charles H.
Sloane, John
Somers, Arthur S.
Thorne, John G.
Wise, Rabbi Stephen S.

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COMMITTEE ON ENTERTAINMENT AND RECEPTION

THE FREEDOM OF THE CITY

THE City of New York as such does not have the funds or facilities for rendering civic entertainment which its officials oftentimes would wish to tender to distinguished visitors. It therefore remained for such a body as the Mayor's Committee to plan for and carry through such hospitable arrangements as the needs of a given occasion seem to require. Whether it be a royal personage landing in America; a distinguished member of the Diplomatic Corps; an Army or Naval official with his staff coming from abroad in the Allied cause, or an unofficial personage of repute, the Mayor's Committee endeavors to meet the occasion in an appropriate manner. Sometimes private hospitalities are extended by individual members of the Committee at leading clubs and by other means; but the occasion is fairly frequent where the Committee acts as a whole in extending the freedom of the City to such visitors.

In carrying out such a program the Mayor's Committee draws freely upon the experience of its members and entertainment experts, who have traveled widely and noted the best forms of civic hospitality as dispensed in other countries. An American City naturally lacks the historic setting and impressive pomp which surround a luncheon at the Guildhall given by a British Civic Corporation, or a banquet given by the Lord Mayor of London; the brilliant spectacle of a reception at the Hôtel de Ville in Paris, or the elaborate entertainment given by the civic head of Rome, Madrid, or other European cities. But in the more democratic spirit of the West, the Mayor's Committee endeavors to dispense a free-handed hospitality in the

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spirit which is distinctive in this newer land, making up in a genuine spirit of cordiality what might be lacking from the absence of historical settings coming down through thousands of years of human history.

That success comes from these efforts is proved repeatedly by the letters and other forms of appreciation which reach the Mayor's Committee from those who have enjoyed its hospitality. Not alone has this special movement of civic entertainment been developed along the lines of proved success, but a tribute has been paid to New York by other cities in their seeking to take a lesson from the thing which New York has learned to do so well.

ENTERTAINING NAVAL OFFICERS

In the recent past there were put into action plans for such a series of entertainments to officers and crews of two visiting foreign battle-ships as never before had been given under like circumstances in the City of New York. A dinner was organized at one of the leading hotels, which was attended by nearly one thousand of the leading people of New York City. Public officials and leading professional and business men promptly entered into the spirit of the occasion, and a notable triumph in international courtesy was registered under the difficult circumstances of war time and its pressing preoccupations.

These naval officers were entertained for more than a month with an almost unceasing round of private dinners, luncheons, theater parties, cruises on the official yacht of the Mayor's Committee, week-end and other visits to the country houses of the members of the Committee, visits to naval training stations and other centers of war activity, and to like places of interest, for which in the ordinary way both time and facilities had been lacking. A fleet of motor-cars with uniformed drivers was always at the disposal of these officers.

In like manner, large numbers of the crews were entertained by special parties arranged for them at popular places of resort.

When these officers and men came to leave New York they

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DINNER GIVEN BY THE MAYOR'S COMMITTEE IN HONOR OF OFFICERS
OF THE ARGENTINE AND BRAZILIAN NAVIES

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apparently carried away with them not alone cordial impressions of the New York kind of hospitality, but they gave many evidences of taking with them the memories of enduring personal friendships. It is in this spirit that the Committee on Entertainment endeavors to work out its generous program of social activities.

COUNTRY-WIDE ACTIVITIES

MADISON SQUARE GARDEN was engaged by the Committee on another occasion, and an elaborate entertainment was carried through for a unit of the overseas American forces.

Co-operation has been had with the observance of the various Allies' Days, and other exceptional features affecting foreign social interests have been carried through with marked success.

Courtesies in connection with the inspection of the industrial life of America have been extended to various foreign visitors, whose arrangements have been placed in the hands of the Mayor's Committee and successfully executed.

The Committee originates plans of every nature for adding to the pleasure and profit of visitors to the City.

Through the Committee on Associated Cities further activities are spread through the country in the case of a distinguished visitor making a continental tour. The Committee on Entertainment and Reception actively supports the Federal Government as regards any expressed desire for special attentions to be shown to visiting foreign officials or others coming to America, as this is the only body which possesses the requisite facilities for the purpose.

The Bureau of Transportation assists the other departments of the Committee by the use of motor-cars placed freely at the disposal of visitors. Also, the hospitality of leading clubs is freely extended to these guests of the New York public during their stay.

Altogether, the effort is that the stranger coming to these shores shall take away with him a memory that he was cordially and sincerely welcomed to New York and other places.

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COMMITTEE ON LABOR

This Committee has supervision of all questions relating to labor, distribution of labor, wages, settlement of strikes, and kindred subjects.

GEORGE GORDON BATTLE
Chairman

CHARLES J. KELLEY
Vice-Chairman

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COMMITTEE ON LABOR

READJUSTMENTS FOR PEACE TIMES

HIT or miss methods in dealing with the complex problems of capital and labor must be replaced with a scientific treatment in the great work of readjustment soon to face the country. The vital question of the readjustment of war-time labor to peace-time conditions is engaging the attention of this Committee. Included with this general subject is the assurance of sufficient and sanitary housing conditions in Greater New York, to which center labor will naturally gravitate when an overplus is apparent in the industries which now are working under such great pressure elsewhere.

The equitable distribution of labor over the country will, it is anticipated, be well in hand shortly; and special attention is being paid to the necessity of stimulating government and municipal work, which during the war has been of necessity largely lying dormant. Readjustment of the rates of labor, settlement of disputes and the creation of labor tribunals of adjustment until the industrial unit is settled again to the ordinary work of the world, are things which are being intelligently anticipated in the desire to insure a sincere and equitable handling of these vital needs.

It is realized that socialism and discontent are largely the result of the labor unrest arising from inexpert treatment of the industrial classes, and that the satisfactory solution of the proper dilution and distribution of labor will once more get the wheels of industry into full and harmonious motion.

A new sentiment of industrial peace and consequent prosperity represents the program of the Committee on Labor, which it is planned shall go forward in the winning of the victories of peace by the co-operation of capital and labor, which has worked in so notable a harmony during the progress of the war. A scientific study is being made of living and wage conditions so that labor agitators may be met on their own ground. En-

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couragement is being given to the international solidarity of industry as a matter of mutual benefit to the United States and its Allies in the interchange of the industrial forces for the gigantic rehabilitation necessary to undo the wreckage of war. Scientific adjustment of national and international questions affecting the labor classes, through the activities of the labor unions and other forces directly interested, is the means which is being taken for combating the outburst of socialism which otherwise might arise.

Cognizance is being had of the way in which labor has generally adjusted itself so admirably to the needs and call of the nation during the war, labor being sought after as at no other time since the foundation of the republic.

The Mayor's Committee, being a quasi-governmental bureau, has greatly assisted in fitting the individual laborer to his field, and with its openly expressed sympathy with the best ideals of labor, this department of the Committee has been privileged to render definite service towards the winning of the war.

LESSONS FROM EUROPE

It is realized that at the close of the war this Committee has one of the most serious of economic problems to face, in adjusting the returned soldiers and sailors to proper conditions in the country for whose sake they have made such sacrifices. This readjustment has been carefully studied in European countries by members of the Mayor's Committee, and there will be freely drawn upon the experience of those countries which have so wisely met these problems during the progress of hostilities.

It has been noted on the part of official agencies generally, that conditions have been created where one industry became so much more attractive to labor than others that the less attractive industries were deserted to such an extent that their utter destruction was threatened. The aim is to establish a plane of labor prices that will put all essential industries virtually on an equal basis, thus preventing the robbing of one at the expense of another.

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Inquiries have been made of late as to labor policies after the war. Capital has apparently become apprehensive as to its ability to comply with some of the awards which have been made in industries mainly supported by government war activity. It has been stated privately by some of the men now most powerful in determining labor policies that there is no likelihood whatever of reduction in wages following recent awards to railroad and electric car employees, and the same possibility holds regarding other industries.

UNIFIED INDUSTRIAL CONTROL

THE consensus of opinion on the part of national labor-adjusting agencies appears to be unanimous in its determination that while the standards governing wage decisions in individual industries cannot be accepted as controlling factors for other industries, still "there must be a certain unified control of such decisions in the interests of wise national policy."

A body of labor law is steadily being built up which is certain to be used as a precedent after the war. For instance, it is known that the Government is seriously considering the question of wage conditions for sailors, since it is imperative that the service in the new merchant marine be made as attractive as possible after the war.

This Committee has cognizance of all questions relating to labor in the City of New York, and as far as may be by agreement with surrounding cities within a zone of two hundred miles of New York. It was long ago recognized that after the war there would likely be an immense influx of labor, not alone by reason of returning members of the army and navy, but by immigration from various countries. The endeavor is to prevent the cause of labor disturbances, due not only to the demands of labor unions, but by reason of living and other conditions experienced by non-union labor.

It is anticipated that the population of the City will be considerably increased, and that consequently there will be a lack of housing and other facilities. There naturally will, in the

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course of time, be a diminution in wages without a corresponding lessening, probably, in the cost of living.

PREVENTING EXTORTION

THE prevention of extortion in the prices charged for the necessaries of life is therefore a subject which has been under careful investigation by the related branches of the Mayor's Committee, and definite steps have been taken to assure that the industrial classes are not penalized on this account.

A threefold purpose may briefly define the object of this Committee. This purpose as originally stated was:

1. To co-ordinate existing employment bureaus so that they would meet more perfectly the special demands in the carrying out of the war.
2. To assist in maintaining standards of health and efficiency among wage-earners.
3. To aid in the work of industrial readjustment after the war, the conciliation of labor and its employment to the best advantage.

Co-ordination of employment agencies in New York City was almost immediately successful, and the advantages of such a move were soon evident by a transfer of the surplus calls on one bureau to the surplus applicants of another. The clientele of all co-operating agencies were made available at once both to employers and applicants. The public was quick to recognize the advantages of such a centralized and adequate clearing house.

With the abnormal wage conditions brought on by the war, the problem of the maintenance of labor is assuming an importance of first magnitude in industrial and manufacturing circles. Among the methods for increasing the efficiency of employees and consequently lessening the problem of industrial misfits which ordinarily exists, careful study is being given to such subjects as the health of employees, hygiene and sanitary equipment, the movement for increased safety, financial

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advice, practical assistance for employees, athletics and recreation, Americanization and citizenship, etc.

There appears to be a definite movement towards co-operation among the industrial classes of America, following the example of the great industrial organizations in Belgium, France, Germany and the British Isles, as well as Japan and other lands. The most highly developed movement thus far is operating in Great Britain, and it is estimated that about one-third of the entire population of England is supplied from the co-operative stores, which do a business computed at about $600,000,000 annually. It is estimated that there are about three millions of co-operators.

The co-operative societies have heretofore eschewed political activities, but it would seem that British co-operators will hereafter be a definite factor in politics if the watchword from the last British Trade Union Congress can be believed—"Every trade unionist a co-operator, and every co-operator a trade unionist."

LABOR IN POLITICS

ANOTHER movement of even greater significance, which is manifest among industrial classes of the European countries engaged in war, is the self-determination of the various labor parties. All restrictions are being let down and the doors are thrown open virtually to all comers. The revival of British labor interest now aims to include all workers with hand or brain; in other words, the creators as opposed to non-producers. It would be futile at present to attempt even a prediction of what will be the future development of American industry in this direction. Reconstruction at the close of the war is already bringing to a culmination many tendencies as yet hardly realized and only dimly felt. The social crises which inevitably will develop from great upheavals are still prospective. Students of practical sociology are, however, looking ahead, and further developments abroad will be watched with great interest for their possible effect in America.

The attitude of the Mayor's Committee is one of sympathy

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towards every just demand of labor, and consequently its aim is to foster a patriotic attitude of labor towards the true interests of capital. In approaching this involved subject, the Committee has a practical record from having greatly aided in the successful placing of labor in ship-building, munition and other industries, to the mutual satisfaction of employees and employer alike. The effort will be to carry out in peace times what has been accomplished with such conspicuous success during the intricate years of war.

CONCILIATION AND ARBITRATION

THE after-war problems of labor are points which are having close attention on the part of the Mayor's Committee. It is realized that, as stated, a new form of labor question will arise from the number of maimed coming back from the land and sea forces to take up again the means of livelihood in America. The desire is to stimulate the wounded soldiers and sailors to a productivity adapted to their new powers, and that there shall be carried through a scientific assimilation of all such labor for the new industries which inevitably will arise under these new conditions.

Additional machinery for conciliation and arbitration must inevitably be set up. The Mayor's Committee has long planned for rendering useful service in meeting the disputes which naturally will arise when the time for readjustment of industrial conditions appears. It is realized that conditions of peace will produce an unavoidable unrest until such time as industry in the various parts of the country has settled down to its ordinary course. The avoidance of overcrowding of New York City and the absorption by other parts of the country of the returning soldiers and sailors is a matter on which the opinion of recognized industrial experts has been sought, so that the man returning from the excitement of foreign warfare may as soon as possible settle down to the ordinary ways of peace. The psychology of peace adjustment is a problem which the Committee has anticipated and believes it can successfully meet.

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COMMITTEE ON LAW

This Committee has cognizance of all questions involving the legal rights and privileges of the citizens or residents of the City of New York, both real and personal, as also of the property of the City of New York as affected by and growing out of present and future war conditions, and which may properly be referred to the Committee.

HENRY R. HOYT
Chairman

PHOENIX INGRAHAM
Vice-Chairman

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COMMITTEE ON LAW

CITY AND NATIONAL INTERESTS

INROADS of war and the drastic regulations promulgated by some of the Federal Government Bureaus have given this department of the Mayor's Committee duties of especial importance. There are so many large legal problems affecting the City and its interests by reason of the abnormal state of affairs for the past several years that the services of the Committee on Law have been constantly called upon, and quite as freely given.

The attitude of the Committee has been one of friendly contention for upholding the constitutional rights of the City, but at the same time giving full and whole-hearted support to the Federal war program, while endeavoring always to protect the legitimate commercial life of the community.

An illustration of the cordial spirit of helpfulness which has been shown continually is indicated by the relationship which the Mayor's Committee, as a whole, working through its component sections, has shown towards the requirements of the War Industries Board at Washington. A number of proposals have been presented from that source which called to their full limit for exercise of the sentiments of patriotism; but in every case it has been possible to satisfy the demands of the Federal authorities, and at the same time prove to the interests concerned in New York City that great vigilance is exercised on their behalf.

The large official legal departments of the City have done excellent work under the trying circumstances of war; but, as is natural, there were a number of features of war work for which no adequate machinery was found to exist. The appeals which

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reached the Mayor's Committee for additional help from time to time never were made in vain. If facilities did not exist, they were created practically over-night, in some instances, and there was continual proof of the capability and adaptiveness of the Mayor's Committee under such circumstances.

PROTECTING THE FOREIGN-BORN

A WORK of personal, as well as professional, interest was taken up by a number of leading attorneys of the City, who responded promptly to the appeal made by the Mayor's Committee to look after the draftees as to naturalization laws, etc. A study of the naturalization laws was at once made by competent legal authorities, so that the foreign-born element of the population particularly could be promptly informed as to their rights as well as to their responsibilities. This useful form of service worked in well with the interests of the Committees on Nationalism, Loyalty, Civic Problems, and other specialized departments of the general committee operating from the Hall of Records.

The problem was one of special complexity, by reason of the Port of New York being the greatest debarkation point in the world for immigrants.

In hundreds, if not indeed thousands, of instances, guidance has been given to patriotic aliens who wished to have a part in the war, by suggesting means for their promptly acquiring full citizenship, and further suggestions to the authorities for facilitating the issuance of the necessary naturalization papers.

At the same time care was exercised that undesirables should be kept out of the army and navy by the application of the fundamental and basic principles of exclusion for those who were considered unready or unworthy of exercising the franchise of American citizenship. The whole subject was scientifically treated, with the double thought in mind of winning the war and of building up a discerning American citizenship.

Commanding as it does the voluntary services of some of the

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leading lawyers of New York City, it was but natural that suggested legislation should be presented by members of this Committee from time to time. This legislation was in turn put into form and laid before the proper legislative authorities at Albany. As a result, during the present session of the Legislature some useful advancement has been registered for the benefit of the commonwealth.

In a local way legislation has also been introduced or advised upon by the Committee on Law, either acting as a whole or through individual members of the legal profession from among the personnel of the Mayor's Committee. A useful proposal affecting the civic life of the City during the war was heard by the Committee on General Welfare of the Board of Aldermen in connection with the attention which had been brought to the matter of juvenile delinquency. After a number of conferences of representative workers in practical sociology had been held at the Children's Court, an ordinance was drafted covering the matter of better supervision of children and young people by their parents and guardians, which ordinance is now pending before the Board of Aldermen.

HELPING THE FAMILIES

A NUMBER of other pieces of local, State or Federal legislation, as affecting the welfare of the City as a whole, have been given serious consideration, and these proposals are likely to take concrete form in the not distant future.

Close co-operation has been had with the Legal Advisory Board. Service of unusual value has been rendered by lawyers who have labored as volunteer workers in passing upon and adjusting the many legal entanglements which naturally have arisen as regards property rights of men who are serving on sea or on land, or in other directions through circumstances arising from the war. A similar, and not less humane, work has been rendered by legal advice of the highest order, given freely and sympathetically, to the families of those who are serv-

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ing at the front. In the case of the Committee on Law, as in those of other sections of the Mayor's Committee, acknowledgment is hereby made of the sincere and generous labors which have been given in hundreds of instances by men who were already overburdened with professional and personal responsibilities.

A large number of the members of the Mayor's Committee have worked unremittingly for months on Local Draft Boards, coming into touch with the most intimate life of the people in the City; and the discerning advice which has been given in multitudes of cases was such that in the ordinary way had commanded the highest legal fees. Many a member of the Committee has gone quite outside of his official duties by rendering services of personal kindness, and has given also that human and sympathetic touch which is so greatly needed in times of personal stress and family affliction.

On the other hand, invaluable work has been rendered in connection with the Bureau of Investigation of the Mayor's Committee. As is natural, there has always been a proportion of malingerers and others who, either in evading, or endeavoring to elude the draft, or making false representations, tried to evade duty to their country and to the Allied cause. Such cases were dealt with promptly and effectively.

It is obvious that in the period of rehabilitation following the war, the continued services of the Committee on Law must be freely called upon.

AN ADVISORY BODY

THIS important section of the Mayor's Committee must of necessity continue to operate, mostly, in an advisory capacity. While it is co-operating with the other committees and has served in an important capacity to many of them, a good deal of its work necessarily is of a confidential nature.

Many legal questions have arisen, and will continue to arise, which are demanding the attention of this Committee. It is hardly possible to state all of these questions, but some that

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have arisen up to the present time relate to the following matters:

1. The right of the Federal Government to condemn property required for municipal purposes.

2. The right of the Government to deprive the City of the tax income previously derived from property taken over by the Government for war purposes.

3. The liability of insurance companies for damages resulting from fire and explosion losses due to acts of war or acts of alien enemies.

4. The liability of insurance companies and casualty companies for personal injuries and damages due to acts of war and of alien enemies.

5. The rights and liabilities of individuals growing out of the national draft and military service laws.

6. The rights and liabilities growing out of the national, State, and municipal taxation laws as affected by war conditions.

7. The rights and liabilities of individuals, firms, and corporations as affected by losses due to enemy war measures, acts of aliens, or growing out of riots or other disturbances.

8. The rights and liabilities of citizens or residents growing out of so-called espionage laws.

9. The rights and liabilities of soldiers or families of soldiers in the military service of the national, State, or municipal government, or other organizations affiliated as a guard for military purposes and growing out of war conditions.

CIVIC READJUSTMENT

In these the Committee on Law is actively co-operating with the War Committee of the Bar of the City of New York, and many of its lawyers have been specifically assigned to special matters from that Committee. Various communications have been received from other departments of the Mayor's Committee regarding the legality of certain matters pertaining to

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their work. These are referred to the Committee on Law for answer. Special investigations have been held by some of the committees to which the Committee on Law has furnished legal assistance.

In the many and complex questions which will inevitably follow upon the close of the war, the Committee on Law will undoubtedly continue to be the medium where the questions of civic readjustment will receive full consideration.

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COMMITTEE ON LOYALTY

This Committee has general supervision of efforts to arouse a deeper and more active spirit and a better understanding of loyalty in the citizens of the City of New York, native and foreign born, as a spiritual, moral and material defense of the City and Nation and an inspiration to the people of the United States.

RODMAN WANAMAKER
Chairman

A. D. JUILLIARD
Vice-Chairman

JOSEPH H. APPEL
Executive Chairman

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PEABODY, CHARLES A.
TAFT, HENRY W.
TAMS, J. FREDERICK

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Johnson, Alvin
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Kernochan, Justice Frederick
Kingsley, Darwin P.
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Reid, Ogden
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Robbins, Very Rev. H. C.
Rogers, Jason
Rutland, C.
Ryan, Allan A.
Sampers, I. H.
Scholz, Emil M.
Scott, Robert
Scribner, Charles
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Vlasto, Solon S. I.
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Wiggin, Albert H.
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Williams, Talcott
Wise, Rabbi Stephen S.
Woods, Wm. Seaver

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COMMITTEE ON LOYALTY

LOYALTY WEEK

"OUR effort is to bring to every resident of Greater New York, and especially to our great foreign-born population, the immediate realization that each one must exert some influence to show the full meaning of patriotism towards America at this special time in our national history." Thus read the message sent out by this Committee as a prelude to Loyalty Week in 1918. The programme reached in reality up to and including the great Independence Day celebration. From the Mayor's office there was issued the following:

PROCLAMATION!

To all Citizens of the City of New York:

In response to the petition of a million foreign born citizens of the United States the President has given his approval to their plan to show their loyalty to the country by celebrations on Independence Day, and calls upon his fellow citizens to make this day "in the year when all the principles to which we stand pledged are on trial, the most significant in our national history, celebrating the birth of a new and greater spirit of democracy."

In New York City the Special Committee on Loyalty of the Mayor's Committee on National Defense has suggested that leading up to this celebration on Independence Day our entire citizenship, both native and foreign born, dedicate itself in advance to the sacred cause of welding together our mixed population into a unified American citizenship so that all of us may have a better understanding of what constitutes loyalty in these times of confused thought, misunderstood rights and duties, and new obligations and responsibilities imposed by the war on all citizens of the republic.

Now, therefore, I, John F. Hylan, Mayor of the City of New York, do request that beginning on Flag Day, June 14, the citizens of this

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city solemnly pledge themselves anew in loyalty to their homes, their churches, their work, their city, and their country, and dedicate themselves to winning the victory that must come to America and her Allies by the clear understanding of principles our forefathers fought for and laid down through their blood to give us democracy and liberty.

One flag, one people, one country, must be our slogan. I therefore direct that the Stars and Stripes be displayed everywhere in our city beginning June 14, and I ask that our citizens give their hearty, active co-operation to the programme of the Loyalty Committee which is as follows:

June 14: Flag Day—Special observance in the schools.
June 15: Community meetings in the parks with a festival of flowers signifying sacrifice and loyalty.
June 16: Loyalty sermons to be preached in all the churches.
June 17: Five-minute Loyalty meetings to be held in all places of business with speeches or readings from patriotic utterances of our Presidents.
June 18: Newspaper Day, Loyalty editorials in all newspapers.
June 19: Theatre and Motion Picture Loyalty Day, with loyalty talks by the Four-Minute Men.
June 20: Gatherings and parades in the evening (taking advantage of the extra daylight) for drill of the foreign born who expect to take part in the celebration on Independence Day.
June 21: Pledge Day—Beginning the enrollment of Loyalty Guards.
June 22 to July 4: Continuing the Loyalty propaganda, enrollment of Loyalty Guards, and preparations for the special celebration on Independence Day.
July 4: Parade of the foreign born citizens of the City of New York as a public pledge to their loyalty to the United States.

In Witness Whereof, I have hereunto set my hand and caused the seal of the City of New York to be affixed.

Done in the City of New York, this seventh day of June, in the year of our Lord one thousand nine hundred and eighteen.

(Signed) John F. Hylan.

By the Mayor:
Grover A. Whalen,
Secretary to the Mayor.

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PULPIT AND PRESS

MANY thousands of copies of this Proclamation, measuring 22" × 14", were distributed throughout Greater New York by the Police Department, and 12,000 copies of the admirable pamphlet issued by the Chairman and Executive Chairman of the Committee on Loyalty were likewise officially circulated. The features of the programme for the week and the period following were carried through with conspicuous success.

Every section of the press, both in English and foreign languages, gave the campaign for Loyalty such hearty co-operation that many columns of free reading matter were given by editors of scores of newspapers whose pages already were overcrowded with war matter. Never before has the press of the metropolis made so generous a contribution to the cause of civic betterment. The journalistic influence extended, in fact, far beyond the borders of the city, as the leading press associations spread news of New York's doings throughout this country and to other nations.

Hundreds of sermons were preached on Loyalty as the result of sermonic outlines and other homiletic material which was supplied to the clergy of all denominations. This material included "The Creed of an American," whose key-note was that "America's true greatness is greatness of brotherly services to all nations."

A great number of public meetings was held throughout the metropolis. One of these on the East Side was attended by twenty thousand persons. Large and enthusiastic gatherings were the general rule.

LOYALTY WEEK LUNCHEON

LAUNCHING Loyalty Week, the Chairman gave a luncheon at Sherry's to the full Committee and to Mayor Hylan and Richard E. Enright, Police Commissioner, and representatives of foreign governments in New York City.

In his brief speech Mr. Rodman Wanamaker said it would

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not be necessary for him to tell the men present what loyalty means, for they all knew, and they knew, too, that America is in the war to battle for the freedom of the whole world. Speaking of the Kaiser, he said:

"So long as there is a stripe or a star on the American flag we will strive to push him off the earth."

Later on a burst of applause came when he said:

"We've got to find a way into Russia. And when our good President finds the way you will see it will be done."

He spoke of the work ahead for the Committee in arousing the loyalty of Americans of foreign birth here, and said:

"We'll go through as a flying wedge, and we'll find all these people of foreign birth and foreign parentage, no matter what their hyphenated names may be, and we'll make Americans of them. Thank God, I have a boy over there fighting for a French grandfather and an American father."

A MESSAGE FROM RUSSIA

MR. WANAMAKER'S assertion that the United States must find a way into Russia was not only received with the hearty approval of all at the luncheon, but it evoked a reply later on from Mr. Leo Pasvolsky, editor of the *Russkoye Slovo,* the only member of the Loyalty Committee who is of Russian birth. Mr. Pasvolsky in his speech said:

America is the decisive factor in the war for two reasons: First, because her prowess of arms insures victory for the Allied cause, and, second, because her spirit of democracy insures the establishment of justice after the war.

And the whole democratic world looks to America for leadership, stands in undivided loyalty to the cause for which America is fighting, and, therefore, to America herself. This is particularly true of those countries which have already been crushed by the heel of Prussianism, and especially of Russia.

MIND AGAINST MIND

IN outlining the purpose of Loyalty Week, Mr. Joseph H. Appel, Executive Chairman, said in part:

Your Loyalty Committee, Mr. Mayor, is appealing both to the head and the heart of our citizenship.

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There is but one source of righteous power in the world—Infinite Mind, whose attributes are truth, love and harmony. This divine Mind functions through the human mind. Mind functions through Thought. Thought is like electricity, the most constructive and useful of all forces when rightly directed, the most destructive and deadly when it runs amuck or is turned into wrong channels.

The world war to-day is the conflict between the erring, inverted, distorted, powerful mind of the Prussian military autocracy, run amuck from God, and the true, real, loyal and even more powerful mind of the free people of the Allies seeking to carry out to the best of their ability the principles, laws and ideals of God Himself.

Prussia, by means of its highly developed science, philosophy, efficiency and military rule, damnable all in their prostituted uses, has built up so powerful a mind and will to conquer the world and impose its forms of slavery on other people that it will require the utmost resources of the free, true and loyal mind of the world, with the help of God, to stop its onward march and destroy forever its sinister menace.

Make no mistake about the issue. On the battle-field the clash is between fire and fire, between metal and metal, between man and man. In the war councils the contest is one of men, money, guns, ships and food. But back of this physical side of war is mind, thought. And back of thought is the Spirit of the people. Thought conceives. Mind plans. The body executes. But only the Spirit sustains.

THE REAL ISSUE

The issue is man's distorted mind against the real Mind and Spirit of God. We are fighting against the menace of slavery. Yes, against slavery more brutal and degrading than any the world has ever known: slavery of the body, slavery of the mind, slavery of the heart, slavery even of the soul. We are fighting against the blasphemous claim of divine right of any man or clique to rule, by birth or by sword, over any people with or without their consent.

We are fighting against the domination and enslavement of small nations, seeking to live their lives as autonomous free peoples; against the violation of contract and treaty; against dishonor, injustice, intolerance, atrocity, cruelty and frightfulness.

We are fighting against the Prince of Error and Evil himself, personified in the Prussian Kaiser, the Crown Prince and their military caste.

We are fighting for life, liberty and the pursuit of happiness through loyal labor, which our immortal Declaration of Independence affirmed to be the inalienable right of free people. "The man who says we are fighting only for democracy," said Henry P. Davison, executive head of the American Red Cross, upon his return from the

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battle-ground, "does not know what he is talking about. We are fighting for our very lives." Yet never shall we save the physical lives of ourselves and of our children by selling our mental lives and spiritual lives into bondage.

We are fighting for the freedom of our *whole lives*—physical, mental and spiritual.

We are fighting for the right to live our lives as the Creator and not the Kaiser intended they should be lived.

We are fighting for the right to work and achieve in the comradeship of loyal co-operative association.

To-day the world needs above all else the absolute loyalty of every man and woman. Industry needs the loyal worker. And stricken civilization prays that loyalty to the Great Cause will soon bring lasting peace on earth and good will among men.

100,000 IN PARADE

LOYALTY Week culminated in the Independence Day pageant in which more than one hundred thousand people took part, representing every race and nationality now resident in New York City, a parade that took more than ten hours in the passing.

For the guidance of other communities and as a matter of record there is reproduced the Permanent Plan for Loyalty Week as adopted by the Executive Committee for the New York observance, as follows:

PURPOSE

THE Committee on Loyalty shall have general supervision of all efforts to arouse a deeper, finer, sturdier and more active spirit and a better understanding of Loyalty in the citizens and residents of the City of New York, native and foreign born, as a spiritual, moral and material defense of the city and nation and an inspiration to all the people of the United States.

NEED

THE war is awakening a new and broader conception of Loyalty. It is uniting peoples of many lands in a unity of Loyalty for a Cause—a righteous Cause. In the City of New York are

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THE
MAYOR'S COMMITTEE ON NATIONAL DEFENSE

HAS CONFERRED UPON THE

AMERICANS OF
Finnish
ORIGIN

THIS

DIPLOMA

GIVEN BY THE JOAN OF ARC STATUE COMMITTEE
AND AWARDED FOR THEIR NATIONAL DISPLAY
IN

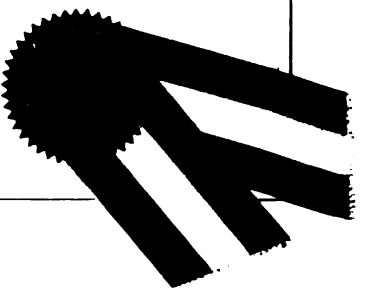
THE FOREIGN BORN PAGEANT PARADE
INDEPENDENCE DAY
1918

COMMITTEE ON PAGEANTRY AND HISTORY

CHAIRMAN COMMITTEE ON ARTS AND DECORATION

MAYOR OF THE CITY OF NEW YORK

CHAIRMAN
THE MAYOR'S COMMITTEE ON NATIONAL DEFENSE



SPECIMEN DIPLOMA AWARDED TO
PARTICIPATING NATIONAL GROUPS

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people who were born in a large number of foreign countries, forming more than one-third of the city's population. An additional large percentage are of immediate foreign ancestry. To weld our mixed population into a unified American citizenship, the principles of American Loyalty must be explained, taught and assimilated through propaganda and education. Even the American born, including women voters now added to our citizenship through suffrage, desire a better understanding of what constitutes Loyalty in these times of confused thought, misunderstood rights and duties, and new obligations and responsibilities imposed by the war on all citizens of the republic.

PLAN

INAUGURATE unceasing propaganda throughout the city to establish the fundamental principles and elements of Loyalty:

1. Loyalty to city, State and country, to inspire patriotism and preserve the free institutions of democracy.
2. Loyalty in personal and family life—to safeguard the sacredness of the home.
3. Loyalty in work—to prevent misunderstandings and preserve a just balance between capital and labor.
4. Loyalty of individuals to each other and to society in general.

CHANNELS

LOYALTY propaganda to proceed through these channels:

1. Through the churches, embracing all, without regard to creed, sect or form: Jewish and Gentile, Catholic and Protestant, Christian Science, Ethical Culture, religious organizations of all kinds.
2. Through the schools, public and private, including colleges and universities.
3. Through business houses and organizations and manufacturing bodies.
4. Through fraternal, social and other organizations established for the common good.

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5. Through associations representing the law, banking, brokerage, real estate, transportation, engineering, medicine, art, science and all branches of human advance and activity.
6. Through organizations devoted to charity, settlement work, research and public welfare in general.
7. Through the public prints—newspapers, magazines, periodicals—in all languages represented by publications in New York City.
8. Through the theatres, motion picture houses, halls of music and all places of amusement.
9. Through lectures and talks in public halls.
10. Through posters and other forms of publicity.
11. Through personal contact, citizen with citizen.

Propaganda work to begin with a week set aside by proclamation of the Mayor as

LOYALTY WEEK

To be celebrated in churches with Loyalty sermons.

In schools with Loyalty talks by teachers and addresses by superintendents and other educators.

In places of amusement with five-minute Loyalty talks by prominent men and women.

In the newspapers and periodicals with Loyalty editorials and features.

In places of business with Loyalty meetings between employer and employees.

In the city generally with Loyalty posters, cartoons and patriotic pictures.

Loyalty Week to be followed with a general distribution of pamphlets and printed propaganda in various languages, explaining the basis of American Loyalty and the present need of a better understanding of Loyalty in all its phases and relations.

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COMMITTEE ON MEDICAL AND SURGICAL RELIEF

This Committee has cognizance of questions relating to emergency medical and surgical relief in the City of New York.

DR. FRANCIS C. EDGERTON
Chairman

DR. JOHN DORNING
Vice-Chairman

EXECUTIVE COMMITTEE

ABBE, DR. ROBERT
ALLEN, ETHAN
BANGS, F. S.
CUTTING, R. FULTON
DELAVAN, DR. D. BRYSON
FITZSIMMONS, WILLIAM F.
GOETZE, FREDERICK A.
PENFIELD, FREDERIC C.

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MEMBERS

Abbott, William H.
Agar, John G.
Alexander, Dr. A.
Allen, Dr. Herbert C.
Atkinson, William F.
Atterbury, Rev. Anson P.
Barsotti, Carlo
Bassler, Dr. Anthony
Bickford, Herbert J.
Clarke, Audley
Clover, Rev. Geo. F.
Coleman, Judge Charles W.
Davis, John
Dearden, Dr. John Edwin
DeBragga, Joseph H.
Dench, Dr. Edward B.
Doran, George H.
Drummond, Walter J.
Dunnigan, John J.
Egbert, Rev. Geo. Drew
Elsberg, Nathaniel A.
Evans, Hartman K.
Evins, Hon. Samuel H.
Farrelly, Stephen
Fisher, Dr. Ernest S.
Goldwater, Dr. S. S.
Hammond, Dr. Graeme M.
Jacobi, Dr. A.
Klein, Dr. Simon Robert
Klepper, Dr. Julius I.
Levi, Nathaniel H.
Lichenstein, Bernard
Lotz, Dr. G. C.
Lydon, Richard P.
Martin, Frederick
McGean, Rt. Rev. James H.
Meding, Dr. C. B.
Park, Dr. William H.
Perilli, Dr. John W.
Peters, Curtis A.
Purdy, Dr. Harry R.
Robison, Rabbi A. G.
Sayre, Dr. Reginald H.
Smith, Very Rev. Ignatius
Smith, Dr. J. Gardner
Stella, Dr. Antonio
Van deWater, Rev. Geo. R.
Werner, Dr. Louis H.
Whalen, Robt. T.
Wiernik, Peter
Wolfson, Leo

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COMMITTEE ON MEDICAL AND SURGICAL RELIEF

ZONING FOR HEALTH

THIS Committee in general has cognizance of all questions of medical and surgical relief of practically every description. Normally the city is excellently served through the Board of Health and the Medical Relief Service Bureau of the Police Department. But war conditions have shown the need for supplemental aid by civilian agencies. One of the proposals of the Committee is that the City be divided into zones, and to these zones should be assigned physicians and surgeons who work in co-operation with patriotic citizens likewise assigned to zones, which citizens report health conditions within their zones to the Committee.

Not alone does the Committee operate along strictly recognized lines of medical and surgical relief. Its duties involve also a very large amount of what may be termed protective work—protective in the sense of safeguarding the community against disease and injury, not only by instructing the public as to health requirements, but also protecting as against the cold, lack of clothing, under-nutrition, and the like.

The Mayor's Committee is treating the matter of medical and surgical relief, on a scientific as well as a practical basis, to supplement the regular bureaus of the City. The aim is to make effective preventive measures for the removal of the tendency of diseases to become acute. It is considered that this is specially necessary nowadays by reason of the sudden concentration of large numbers of people which had not been anticipated previous to the war.

The wonderful sanitary arrangements of the Army and Navy

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for dealing with these abnormal conditions have made it felt that with the proper co-operation of the civilian population, the arrangements inaugurated through the regular bureaus may be greatly strengthened and extended. The Mayor's Committee is giving specialized attention to the housing of the industrial classes accordingly.

SPANISH INFLUENZA

WAR's demands stripped many localities in Greater New York of a large portion of their normal supply of medical attendants. In addition to this extraordinary strain there came the abnormal conditions brought about by the epidemic of Spanish influenza in the autumn of 1918, so that the sanitation of New York became one of the most serious problems which ever has confronted the City.

This Committee acted at once in co-operation with the Committee on Sanitation in putting into effect remedial measures which resulted finally in bringing the epidemic under control; as well as assisting in carrying through the general health program of the City. Effective efforts have been made as a matter of patriotic service to get medical relief to the families of those who were called to the colors, so that social and moral conditions alike might be kept in control.

It was realized that the taking over for war purposes by the Government of hospitals and relief facilities greatly affected the ability of the ordinary civilian to obtain the same sort of medical and surgical relief to which he was accustomed in peace times. It was in this connection that physicians and citizens alike were able to render immense help in maintaining the average standards of health in the community, when so many doctors and nurses had responded to the calls for service at home and abroad, leaving their districts with indifferent relief facilities.

The Committee on Medical and Surgical Relief was organized to act in close co-operation with the Department of Sanitation of the Mayor's Committee and the Health Department of the

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City, the strain upon the regular departments being greatly enlarged by the increased strenuousness brought about by the pressure of industries and other efforts of the people of New York City towards the winning of the war.

The maintenance of emergency and relief stations has been a powerful and potent factor in keeping up the strength and morale of the citizens. The community as a whole is in consequence better equipped than otherwise would be the case in maintaining emergency and relief stations for the conditions arising at the close of the war, with return of the enlisted men from the fields of battle abroad.

DRUG ADDICTION AND EFFICIENCY

A MATTER of vital importance which is having the attention of this Committee is that of drug addiction. Very useful work has been done by the consolidated committees, as newly organized, of the State Legislative Association of the New York City Committee on Drug Evil, whose membership includes a number of those most active in social problems on the Mayor's Committee. A movement with which the Mayor's Committee operates against this growing menace represents Federal, State and municipal interests, both the State and New York City Departments of Health having representatives; the State Association of Magistrates, the New York City Courts, the District Attorneys of New York, Kings and Bronx Counties, the United States Internal Revenue, the Customs Service and the United States Army, together with civic organizations in the City of New York devoted to social service.

In these matters the Mayor's Committee works with the Police Department of New York, through its specialized branches dealing with the matter. Special attention is being paid to strengthening the amendment to the Public Health Law, providing for the regulation and control of the sale, prescribing, dispensing, dealing in and distribution of cocaine and opium and their derivatives, as presented before the Legislative Narcotic Drug Committee in March, 1918.

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This matter vitally affects the efficiency of the armed forces of America, although the number of addicts is fortunately small. Drug addiction is forbidden by regulation both in the Army and Navy; and in the Navy at least any disability arising from such addiction is considered "not in line of duty" and the subject thereof forfeits pay while on the sick list, the disability being described as "due to his own misconduct."

Conference is being had with the Federal Government regarding the strengthening of the national anti-narcotic legislation now effective. Judged by a report of the special investigating committee of the Treasury Department, the present legislation leaves much to be desired. The number of drug addicts in the United States is increasing instead of decreasing, and consequently the sale of listed drugs such as morphine, cocaine, heroin and codeine is on the ascending scale.

NEW YORK'S TEN THOUSAND ADDICTS

PEDDLERS are plying their trade, preying upon the unfortunates who have contracted the drug-using habit. In New York City alone eight thousand addicts have been reported as under treatment by physicians, and it is estimated on a conservative official basis that there are at least ten thousand drug addicts in Greater New York. With the usual inclination towards exaggeration, it has been stated that there are 200,000 drug addicts in Greater New York, and 2,500,000 in the United States; but these are obviously gross exaggerations.

It is authoritatively estimated, however, that 1,500,000 persons in this country are drug users, one million of them being known as such in their communities. It is with this national menace that the Mayor's Committee is endeavoring to cope, and the utilitarian point of view is emphasized by the fact that thousands of men in the military and naval service have been dismissed on account of such addiction.

The Treasury Department investigators have called for a drastic anti-narcotic act at this session of Congress, and the Mayor's Committee is endeavoring to strengthen the demand

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for such a reform. Loopholes in the old law must be stopped and the peddlers of drugs must be cut off from their bases of supplies, which are largely smuggled into the country. The reclamation of the victims is a question of serious thought and investigation by the Committee on Medical and Surgical Relief, as it is realized that the paths of the unfortunate addicts are leading inexorably to sorrow, degradation and death.

ZONES OF QUIET

"ZONES OF QUIET" are being made more and more effective in New York City. The abatement of noise has been definitely taken up by about two score of leading American cities, and a country-wide effort is planned for the suppression of useless and avoidable noises, both by day and by night. A useful typewritten list, comprising a bibliography of the various publications on noise prevention, has been issued by the Library of Congress at Washington. Similar data may be obtained by application to the public libraries of Greater New York.

Chicago has an ordinance making provision for zones of quiet in cases of severe illness, as noted in the United States Public Health Reports, dated February 12, 1915; Baltimore has appointed a policeman whose sole duty it is to suppress unnecessary noise. He gives his personal attention to enforcing the statute, and has succeeded in interesting people throughout the city in his work.

Kansas City, Missouri, has amended its ordinance, prohibiting the blowing of locomotive whistles, or signal blasts within one hundred feet of any highway, etc.; also providing that "no signal blast shall exceed two seconds in length, and not more than five, and such signal blasts shall be blown in immediate succession."

HEALTH LITERATURE NEEDED

THE Mayor's Committee has encouraged the issue of some urgently needed literature in the form of small manuals or pamphlets. It is recognized that there should be for every

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disease a separate pamphlet, even if of but two or three pages, descriptive of the symptoms, the development and handling, not only of the disease, but also for the more important subject of its prevention. In times of malarial increase, for instance, pamphlets on that subject would be distributed freely through milk stations, doctors, police, civic organizations, social settlements, department stores, etc., as well as being published by the newspapers.

It is obvious that the existence of such pamphlets has been of the greatest value in the recent attacks of infantile paralysis, Spanish influenza, etc., and also, of course, in such scourges as typhus and a score of other diseases which might as readily be mentioned. Encouragement is being given to a more elaborate and rapid survey of the health of the City day by day, on some such system as that adopted by the medical authorities, who each day have statistical descriptions of the condition of each district.

While scores of languages and dialects are spoken and written in New York City, it is felt that ten or a dozen languages for such health literature would adequately cover the main necessities of the City's polyglot population; and assurances of co-operation have been received by the Mayor's Committee from numbers of the aliens of the foreign-language communities, as regards co-operation in this and other lines for public betterment.

It is conceded that, aside from pamphlets dealing with specific diseases, there should be a large distribution on such subjects as "How to Attain Health"; "How to Live a Healthy Life"; "How to Live to an Old Age," etc.; all these to be written in concise and easily understood language, with an avoidance of such terms as "hygiene," "prophylaxis" and other terms which are so freely used but inadequately understood by a large section of the people.

The organization of Health Leagues among the people of the City is a matter having attention by the Committee. These Health Leagues would be operated largely by the people of a given racial group, with the oversight of the Mayor's Com-

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mittee, and by this means the only form of help worth having—self-help—would be applied by each community. Thus the varied standards of personal hygiene, the preparation of food, etc., would be carried out by the people of a given racial group. Adaptation would be made to American standards wherever these were shown to be the better ones.

Greater encouragement among the schools would be desirable in the work of educating children along health lines, not alone by means of lectures, charts and moving pictures, but by literature for the children to take home to their parents.

Preventive medicine is recognized as being still in its infancy. Instead of paying a doctor's bill after one is ill, the wise man goes to him before anything happens. The Municipal Reference Library of New York City at the present time is making a study of health education; and general co-operation along this line is being had from the Mayor's Committee for the benefit of the public as a whole. Disease prevention and health conservation, it is recognized, depend upon an enlightened citizenship. The very effective municipal medical organizations keep in touch with the people as a whole, and it is hoped that the appropriation for health purposes in New York City may be an annually ascending one.

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SYRIA—AWARDED SILVER MEDAL ON INDEPENDENCE DAY

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COMMITTEE ON NATIONAL ACTIVITIES

This Committee has cognizance of all questions in which the National Government and the City of New York as a municipality are interested, including special arbitrations as to the disposal of lands, properties, buildings, etc., for war and other purposes.

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COMMITTEE ON NATIONAL ACTIVITIES

UNITY AND EFFICIENCY

USURPATION of State and municipal rights and control by the Federal Government is necessarily a question which must be treated on a broad basis and from a reasonable point of view. This possibility has loomed large at various stages of the war, when it was absolutely necessary that there should be a unified and efficient organization of the entire civilian and industrial resources for the common safety.

Similarly to the functions of the Committee on Army and Navy Forces, the group charged with National Activities has cognizance of many matters jointly affecting the interests of the Federal and City governments. War tends to break down such provisions and shows a large lack of discrimination in satisfying its claims, whether the matter concerns the national, State or municipal interest. The Government claims the right, and rightly so, to subordinate the interests of a State or municipality.

It is obvious that this is entirely proper where the good of the whole country is involved, but in the high pressure under which war operations are necessarily conducted this principle has led in some cases to discrimination and detriment to a city. Thus the interests of citizens are sometimes unwittingly traversed as to their rights regarding personal liberty and property; but such cases are fortunately rare.

The duty of this Committee therefore is to observe all national activities as they may affect the City of New York and its people. It is alert at one and the same time to combat any undue encroachment on the interests of the City, as well as to suggest methods to the superior powers by which the same results might be obtained without damage to local interests.

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The means and procedure by which this can be temporarily accomplished with justice to the Federal Government and with due consideration of municipal rights, is one that requires deep and sane consideration so that both ends may be achieved. Embodied in this complex problem are many questions of constitutional law as well as the broad industrial and political points of contact. In the establishment of reasonable working bases by the Federal and municipal authorities, New York City has been singularly fortunate in having established through this Committee on National Activities a happy working arrangement. By this means the Federal Government is provided with an adequate support for its war program and at the same time the City maintains its municipal autonomy.

LOOKING BACKWARD

A QUARTER of a century hence, New Yorkers will look back and with a greater appreciation will realize that New York City stood forth as a notable example of municipal adaptation to national requirements; and the same enviable record will be borne by the majority of other municipalities throughout the country. In keeping with the admirable spirit which generally prevailed, little protest was made over the condemnation of property by the Federal Government for war purposes. The Government commandeered what it needed and its demands were freely acknowledged in such cases as dockage requirements, etc. The subcommittees on Shipping and Harbor Defense, Law, etc., worked upon these questions when they were dealt with by the Mayor's Committee; and despite the rigid curtailment of industries, cordial relationship was kept with the Federal Government at all times.

On various occasions municipal branches vital to the welfare of the City voluntarily conceded precedence to the requirements of the Federal Government in the furtherance of its war program. A concrete example is shown in the narrative in this volume concerning the cessation of practically every building activity in the City of New York in connection with the opera-

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tions of the Committee on Building and Construction. New York City was badly in need of increased buildings for its schools and other constructive purposes, but in every case the Board of Education or other authority concerned stepped aside with a willing spirit, and with alacrity, to give free course to the needs of the superior power as its desires were expressed from Washington through the War Industries Board and by other war agencies.

Many buildings partially constructed were voluntarily stopped for the purpose of saving in building materials and labor. Many instances came to the knowledge of the Mayor's Committee where bankruptcy temporarily faced those who patriotically waived their personal interests for the public gain. There was hardly a case where the major necessities of the Nation as a whole were permitted to even temporarily blind an individual builder or property-owner to his duty as a real patriot in the time of the country's needs.

LOSSES IN MILLIONS

Docks were given up for war-time shipping, and many operations vitally necessary were at once voluntarily placed at the disposal of the National Government. In Brooklyn the Federal authorities took over buildings which stood in the way of increased dockage facilities, and the City gave over its land and other municipal property for the shipment and storage of war goods without a protest. Great business enterprises calmly looked at the loss of millions of dollars as they sacrificed themselves in order that fuel and food conservation and other forms of saving should be carried out fully and cheerfully in line with the needs of the hour. As an example of concrete patriotism New York must long be recognized as a conspicuous example of unselfish service to the country as a whole and to the Allied cause in general. It will be a matter of pride for future generations to know that at this source and center of influence there was never a question of halting; but that in more than one instance more was given than had been asked for.

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The multitudinous requirements of the Nation and its Allies when presented were carefully studied and successfully carried out by the Mayor's Committee and other bodies, in order that nothing should impede the Federal program and that by its example New York City might prove to be a powerful factor in bringing up every portion of the country for meeting the supreme sacrifices of property and life which were required. Many tributes have been paid to the City as a whole, to the Mayor's Committee, and other elements which entered into this prompt and cheerful compliance by which the arms of the Allies were strengthened in some of their darkest hours.

All this was done by close co-operation with the many Departments in Washington which were charged with the varied war activities. The Mayor's Committee was enabled by means of its efficient organization to save the Government from setting up in New York City several forms of organization which otherwise had been absolutely necessary for translating the Federal program into the required local activities. Vast sums were thus saved to the Federal authorities and consequently to the Nation as a whole; and City and Nation were brought into a more intimate and cordial relationship than ever before had been the case.

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COMMITTEE ON NATIONALISM

This Committee has cognizance of all questions relating to American nationalism, developing the spirit of nationalism not only in the City of New York, but indirectly in a much wider sense throughout the United States

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Chairman

W. S. KIES
Vice-Chairman

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Dommerich, Otto L.
Duport, Octave
Eckley, Ernest R.
Francolini, Jos. N.
Frankel, Lee K.
Fuller, Seymour K.
Gilroy, John J.
Green, Warren L.
Harley, Cornelius J.
Hester, Rev. St. Clair
Landon, Major Francis G.
Levy, Jefferson M.
Lord, Chester S.
Loud, General George B.
Milburn, John G.
Morrison, A. B.
Moss, Frank
Robison, Rabbi A. G.
Rockwell, Rev. Joseph H.
Rorke, Alexander I.
Somers, Arthur
Stevenson, Archibald Ewing
Stroock, Moses J.
Tanner, Frederick C.
Thomas, Charles G. M.
Thorne, John G.
Vogel, Edwin C.
Wall, Very Rev. F. H.
Willis, Walter I.
Woodhouse, Henry
Young, John R.

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COMMITTEE ON NATIONALISM

ERASING THE HYPHEN

"Mighty Multitudes Cheer 100,000 Loyalty Parade Marchers; Greatest and Most Significant Spectacle in City's History Thrills Its Millions."

A NEW YORK newspaper thus epitomized a movement which was fostered by the Committee on Nationalism by carrying through the 1918 Independence Day Pageant-Parade in New York City. Floats and other scenic features, depicting the struggles for liberty in their home lands, were prepared by many of the national groups taking part in the cavalcade. Such committees expended large sums, which were contributed by the foreign colonies in a splendid spirit of co-operative patriotism. In addition to floats, there were in evidence native costumes and many other distinctive marks of the bizarre and variegated life of the widely scattered foreign communities. Famous native artists contributed their services freely to gain the finest effects, and medals and diplomas have been awarded by the Mayor's Committee as a slight recognition of the almost uniformly high excellence thus achieved.

The awards were made at the City Hall by his Honor the Mayor, and the responses made by the representatives of the various national groups in turn voiced the highest type of patriotism. The first prize, a gold medal, was awarded to Poland; the second prize, a silver medal, to Syria; the third, a bronze medal, to Portugal, on the occasion referred to.

One of the greatest problems of the Mayor's Committee was in limiting the numbers of those taking part on Independence Day so that the parade would not extend to undue length.

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Offers were made aggregating 243,000 in the total number of marchers; but, by the rigid rules of limitation as to the size of the marching contingents, the Mayor's Committee succeeded in reducing the actual number of participants to 103,000. Even as it was, the parade lasted from 8:30 in the morning until 8:30 at night—a full twelve hours of such a kaleidoscopic representation of the world's life as never before has been shown.

The objects of such demonstrations, organized by the Mayor's Committee, are not merely for the passing and scenic effect, but they include a definite educational purpose in giving all of the foreign elements of the heterogeneous life in New York City an opportunity to express themselves in their own distinctive way, to fraternize one with the other and to commingle with the broad streams of American citizenship. The outcome of the Independence Day efforts is known to all who saw the spectacle in all of its dazzling magnitude.

NEW YORK'S "WAR FOURTH"

FORTY-TWO national groups marched up Fifth Avenue on that day in such a spirit as never before had been shown in this country. The enterprise upon which the Mayor's Committee had embarked, primarily through its Committee on Nationalism, was bold and revolutionary in its character. Predictions were freely made that failure was inevitable—that disloyal elements in America, moving at the behest of Teutonic intriguers, never would permit such a gigantic protest against autocracy to be prepared and carried through.

The event was anticipated with forebodings from quarters much wider than the confines of Greater New York. The successful outcome is to-day being heralded by moving pictures and a propaganda campaign throughout neutral countries, and to a limited extent in the enemy lands themselves. The hyphen has been struck out of American citizenship and the people of Germany itself can see, if they will, the moving representation of their own flesh and blood marching to victory for the cause of America and its Allies in the war.

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PROOFS OF LOYALTY

FOR months the Committee on Nationalism and its related interests in the Mayor's Committee had been quietly preparing for such an arresting event. The leaders of more than thirty national groups in the metropolis had been personally interviewed and their opinions taken as to the advantage to be gained from a great forward movement in constructive American citizenship for 1918–19. The response on the part of these foreign-born leaders was distinctly encouraging, but the final result on July Fourth was simply astounding to all concerned in its success. When matters had sufficiently progressed, a conference was called by the Mayor's Committee to meet at the City Hall on June fourth. This was attended by delegates from nearly thirty nationalities; group committees were formed and daily consultations were thereafter held at the Hall of Records, as the headquarters of the Committee, with the sections dealing with the impending spectacle of patriotism. Each group financed its own activities, in proof of its loyal earnestness.

A century hence New York City's "War Fourth" probably will still be spoken of as a spontaneous and unparalleled outpouring of the soul of a united community at a time of peril for the free peoples of the world.

NATIONAL ANTHEM DAY

ANOTHER indication of the work of citizen-making was shown in the splendid support given to the celebration of National Anthem Day on September 14, 1918, as projected by the Mayor's Committee. Introductory to that occasion, a proclamation was issued from the Mayor's office as follows:

PROCLAMATION!

To the People of the City of New York:

Announcement is hereby made that Saturday, September 14, 1918, will be observed in New York City as the anniversary of the writing of "The Star-Spangled Banner."

The circumstances surrounding the composition of our National

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Anthem by Francis Scott Key during the bombardment of Fort McHenry at Baltimore make the celebration of this anniversary on our part, under the present conditions of war, one of special significance.

It is requested that on Friday, September 13, "The Star-Spangled Banner" shall be sung with special patriotic exercises in the schools throughout Greater New York; that on Saturday, September 14, at twelve o'clock, the people of New York shall gather, so far as is possible, about the City Hall to join in special exercises commemorative of the anniversary of the composition of the song.

Now, Therefore, I, John F. Hylan, Mayor of the City of New York, ask that the people of the city give their hearty and active co-operation to the exercises in commemoration of the writing of "The Star-Spangled Banner."

In Witness Whereof, I have hereunto set my hand and caused the official seal of the City of New York to be affixed.

Done in the City of New York this eleventh day of September, in the year of our Lord, One thousand nine hundred and eighteen.

(Signed) JOHN F. HYLAN.

By the Mayor:
GROVER A. WHALEN,
Secretary to the Mayor.

A MILLION MESSAGES OF SONG

EXTENSIVE observances were held in the churches, public schools, parks, theatres, moving-picture houses, etc., throughout Greater New York. A gathering estimated at 20,000 people listened to patriotic addresses, community singing, band concerts, etc., in front of the City Hall on Saturday, September 14. Equally large gatherings assembled at Prospect Park, Brooklyn, and Central Park, New York; and there were smaller gatherings at the Battery and other parks in connection with the band concerts and community singing. At all of these places leaflets bearing the text of "The Star-Spangled Banner" were distributed; and, by arrangement through the Committee on Retail Industries of the Mayor's Committee, large numbers of the leaflets were supplied to the leading department stores for inclusion in their parcels. In total, about a million leaflets were distributed, bearing the imprint of the Mayor's Committee.

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Slides giving the words of the National Anthem were supplied to five hundred of the moving-picture houses throughout Greater New York, and four hundred leading singers, supplied through the Mayor's Committee and by the co-operation of others, led the audiences in rendering the National Anthem.

NATIONALIZING A HYMN

By arrangement with the Hotel Association of New York City, the menu cards of the leading New York hostels and restaurants bore the text of "The Star-Spangled Banner" in full on National Anthem Day; the same text was printed in the theatre programs by the co-operation of the leading theatrical interests; and by other means the widest circulation was given to this movement for the further popularization of this song. There are many evidences that the words and sentiment of the National Anthem are being familiarized with the great mass of the population by means of such widely spread propaganda. These inspiring words and their music are now being rendered by the people of Greater New York and of the Nation as never before, resulting in a better understanding of the spirit of democracy and all that it stands for.

A movement is being fostered by the Mayor's Committee having as its purpose the adoption by Congress of "The Star-Spangled Banner" as the officially recognized National Anthem of America. This hymn is already so recognized by the American Army and Navy.

So successful was the three-day celebration, centering about National Anthem Day, that an extension was made to the time originally fixed for the commemoration.

THE PROMISE OF THE PRESENT

Full of meaning as they are, Independence Day and National Anthem Day of 1918 are but incidents in the work of Americanization which is the regular program of the Committee on Nationalism. For many months this work has been steadily

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pushed through the Mayor's Committee, but never has there been so wide an opening for a definite campaign as at the present time. Many personal appeals are reaching the Committee from leaders of foreign groups asking that speakers be sent to them, that literature be supplied in their own tongue for use among those who cannot read the English language, and that the notably favorable situation now existing be met promptly and effectively.

Recognizing that Americanization is a subtle process, penetrating every relation of social and business life, the Committee on Nationalism believes that any program of Americanization must necessarily be many-sided. And yet such a program, no matter how diverse its various expressions, can—and, for the purpose of organized effort, must—be exceedingly definite and practical.

CONSTRUCTIVE CITIZENSHIP

THE Committee on Nationalism has therefore adopted the following general lines of work and policy:

1. Organized co-operation with the public school system for the promotion of English language and citizenship. These are not the whole of Americanization, but they are fundamental in it. One of our greatest national tasks at this time is so to extend our public educational system that it shall become a general and powerful factor for the Americanization of adults as well as minors among the foreign-born. This end can never be attained by the schools without organized public sentiment, public support. It is the business of such a group as the Mayor's Committee on Nationalism to furnish that community sentiment and support and thus stand behind the public school system in its efforts to make the public school the training school, the vestibule to citizenship, and, lastly, the club of the adult foreign-born in every neighborhood.

FAVORABLE LEGISLATION

Legislation has been enacted at Albany for the compulsory study of the English language by foreigners under the age of twenty-one. Hundreds of teachers are in training for taking the lead in this significant advance. The Committee on Nationalism plans to give badges to children who teach their parents English, with cards for display in the windows of homes where the English language and other advancement in citizenship are adopted.

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2. Organized co-operation with industry both in relation to Americanization work inside the individual plant and in relation to co-operation between public schools and employers. The Mayor's Committee is assisting the employers of New York City to promote Americanization, not as a "welfare" matter outside of industry, but as a part of industrial organization. The citizenship, loyalty and Americanization of foreign-born employees are essential considerations in labor and production. They mean stability in the labor force; they mean reduction in the turnover of labor; they mean better industrial relations, better industrial organization. Above all, they mean not only Americanized workmen, but Americanized industry.

The Mayor's Committee is placing leaflets in four languages in the pay envelopes among factory workers through the generous co-operation of the General Contractors Association of New York City. Posters to the same effect are placed in industrial establishments. Close co-operation is had with the Board of Education. The pay envelope slips read: "YOU CAN'T GET TO THE TOP in this country unless you speak the language of the United States. Give your children a chance—LEARN ENGLISH and GET BETTER PAY. There are classes for you and ALL YOUR FAMILY at the FREE EVENING SCHOOLS. DANCING, SINGING AND CLUB PRIVILEGES. Apply to the Principal of the School nearest your address.

"YOU ARE LOSING MONEY by not knowing the language of the country in which you are living. Go to one of the FREE EVENING SCHOOLS and learn English. A list is given herewith. Apply to the Principal of the school nearest your home. BETTER ENGLISH, BETTER JOB, BETTER PAY."

3. A sympathetic and practical relation with the various foreign-born groups through the representation of their leaders. It was this understanding and co-operation that made the Committee's Fourth of July celebration of 1918 possible. The same co-operation and advice from the foreign-born groups is to be secured by the Mayor's Committee in every part of its practical Americanization program.

4. Promotion of participation of the foreign-born in war work. There is no greater agency for Americanization at the present time than the war work designed by the Federal Government to be furthered by every city. Nothing will more effectively further the solidifying of our citizenship than the general participation of native and foreign-born together in work to win the war.

An intensive campaign is going forward. Past activities and future plans of the Committee on Nationalism include the following:

A WIDE PROPAGANDA

Public meetings addressed by native and foreign speakers on the winning of the war by the help of lectures in foreign lodges and other gatherings on travels and life in America to acquaint the newcomer with the land of his adoption; organized visits to historic places with

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talks on the spot; explanation of the operations of the American Government, who its officials are and what they stand for; moving pictures showing by a scenario the arrival, the progress and the ultimate success of the immigrant in America; luncheon-conferences and other private meetings with foreign-language leaders, editors, etc., to further develop plans for work among their own people, with an effective working committee representing each nationality; a regular press service both to foreign-language and native papers on news and ideals for Americanism; community singing, folk dances and other entertainments arranged with foreign groups as a get-together plan for all Americans.

5. Celebrations of Washington's Birthday and other patriotic occasions by addresses from prominent native and foreign speakers, with music, etc.; similar celebrations of notable anniversaries in the life of other nations; an Exposition to last a full month for the purpose of demonstrating by great spectacles staged by their own people what the composite groups making up American life stand for; continuation of the campaign of the Mayor's Committee to teach the National Anthem and other patriotic songs to all the people, this campaign to be continued by means of the theatres, moving-picture places, churches, schools, etc.; posters of patriotism in foreign languages; a bibliography of patriotism in connection with the public libraries.

NO "PAPER PROGRAM"

THE foregoing is not a "paper program." Every item—and these are but a few of them—represents definite constructive work which has been started and is now in the way of being carried on by practical workers of the Mayor's Committee.

Through the energetic and practical program which the Committee now has under way, the promise is that New York City will add to its forces of citizenship and loyalty multitudes of those whose influence will be felt throughout the country. As an incentive to useful citizenship, the activities of this branch of the Mayor's Committee cannot be measured.

Special acknowledgment is due to Dr. George F. Kunz, Chairman of the Independence Day Committee on Pageantry and History, and his colleagues. Expert judgment was rendered on the artistic excellence and historical accuracy of the beautiful floats and tableaux taking part in the parade, this Committee having previously censored these exhibits by the exercise of a broad and sympathetic spirit. The unselfish contribution which

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was thus made to the success of the day was the subject of much favorable comment on the part of the multitude of participants. An illustration of the diplomas awarded by this Committee, in connection with the Committee on Arts and Decoration, is given in this volume. Dr. Kunz was also instrumental in the generous presentation of the gold, silver and bronze medals to the Polish, Syrian and Portuguese parade committees. These represented the first, second and third prize awards respectively.

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PORTUGAL—AWARDED BRONZE MEDAL ON INDEPENDENCE DAY

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COMMITTEE ON ORGANIZED GUARD

This Committee has cognizance of all questions relating to the militia or other bodies, military or semi-military in character, as differentiated from the army and navy forces of the United States.

HENRY ROGERS WINTHROP
Chairman

CHARLES J. AHERN
Vice-Chairman

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KAHN, OTTO H.
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Burleigh, Cól. George William
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Cooper, George L.
Crimmins, Thomas
Crowell, Major Wm. B.
Crowninshield, Edward A.
Dalton, W. A.
Dean, Bashford
De Forest, Robert W.
Donovan, Michael J.
Ehret, George, Jr.
Flaherty, Frank B.
Fowler, Stanley C.
Gaillard, William E. G.
Gibson, Charles Dana
Goodhue, Charles E.
Guggenheimer, Charles S.
Halligan, H. A.
Harawitz, Abraham
Hawes, James Anderson
James, Arthur E.
Juilliard, Frederic
Kip, Henry Spies
Klein, Milton M.
Lunger, John B.
Mabon, James B.
Nast, Condé
Perilli, John W.
Piva, Celestine
Purvin, Myles
Ryle, Arthur
Shubert, Lee
Simmons, Maurice
Woodward, William

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COMMITTEE ON ORGANIZED GUARD

THE NEED FOR ORGANIZATION

HUNDREDS of organizations of a military or semi-military nature have operated in Greater New York for many years with but little real co-ordination. They generally have done useful work in a local sense, and many a present-day hero of the Marne, the Piave or the Jordan has acquired tactics for the Great War by his conscientious work in Manhattan, the Bronx or Queens.

For the first time the Mayor's Committee on National Defense is giving a cohesion to the large number of units which hitherto usually have been out of touch with others of like aims and interests. In accepting this leadership the Committee on Organized Guard is simply making effective a need which has been dimly felt but never met. Fugitive newspaper paragraphs have referred in the past to many meritorious bodies doing patriotic service, but any effort towards united action has hitherto been impossible from the absence of any comprehensive knowledge of such bodies within the city's confines.

MEETING THE DEMAND

IMMEDIATELY upon its formation the Committee on Organized Guard began the work of co-ordinating these numerous units into an effective and united force. It was realized what an efficient adjunct to the Federal and State forces such an aggregation would be in case of catastrophe or other crisis arising. Greatly increased protection to the lives and property of the people of New York is already the result of these efforts.

It is felt that in case of an attack being made by air or water a readily mobilized defensive force should be available to re-

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spond at once through this section of the Mayor's Committee to the demands of the competent military or naval authorities. The Committee's work is of a serious administrative nature. Both military and civilian members of the Committee on Organized Guard keep closely in touch with the needs of the day.

Scrupulous care is exercised that the proper province of the Committee shall not be exceeded and that a correct attitude shall always be observed towards the existing military authorities. The Committee is always prepared to co-operate closely and harmoniously with the Federal and State forces in case of a disaster like that at Halifax last winter. The value of such an adjunct at such a time can hardly be estimated.

METHODS OF WORK

THE Mayor's Committee occupies a unique position as regards its facilities for work not only among the native population but with foreigners as well. Forty-two national or racial groups are in close relationship with the Hall of Records as the headquarters of the Committee. Many of these groups—making up four-fifths of the population of the City—have well equipped and well drilled societies. Their patriotism and loyalty to American ideals have been repeatedly proved. On last Independence Day they marched up Fifth Avenue more than one hundred thousand strong under the banners of the Mayor's Committee. As an outgrowth of this unexampled demonstration of united Americanism for the winning of the war, definite plans are being laid for multiplying the effectiveness of these Foreign Legions of America, as they might be termed.

Some New York City units are composed of and controlled by women. They vie with the men in a common desire to upbuild New York into a unified community with power to quickly mobilize when the occasion arises. Practical work and results are the acid test which the Committee applies. Worthy organizations are encouraged by the presence on drill nights of experienced military officers detailed from the Mayor's Committee, and are helped in other ways.

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SUPERVISORY POWERS

THE general idea is to bring all organizations under the cognizance of the Committee so that the public may be informed exactly as to the activities of a given unit, both as regards the collection of money, the utilization of the money collected and the general administration of a society. As matters have long stood, many organizations collect funds but in no sense are their services proportionately useful for the purpose of defense of the City and its interests.

Members of the Committee on Organized Guard are always working in conjunction with the special needs of the moment, and they have contributed useful and valuable ideas to the Allied cause. One development of particular value is in the way of employing the new steel alloy in better protective armor for the use of American troops on the battle-fields. This should result in the saving of thousands of lives.

The object of the Mayor's Committee, therefore, is that through its department of Organized Guard there shall be sustained a responsible adjunct many thousand strong and immediately available for assisting the Federal and State forces in case of necessity, while under ordinary circumstances serving adequately to protect the lives and property of the people of New York City.

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COMMITTEE ON PUBLIC INSTRUCTION

This Committee has cognizance of all questions relating to the instruction of the public generally on matters concerning the war and economic questions and matters affecting the public welfare during the war and subsequent to the termination of the war.

VERY REV. DEAN ROBBINS, D.D.
Chairman

HENRY W. TAFT
Vice-Chairman

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PATTEN, THOMAS G.
SOMERS, ARTHUR
WILLIAMS, ARTHUR
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Beals, John D.
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Bloomer, Millard J.
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Bolden, Rev. Richard M.
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Bridgman, H. L.
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Comstock, L. K.
Cooper, Geo. L.
Davis, Robert H.
Dingwall, Adam
Doty, Douglas Z.
Earley, Cornelius J.
Fleishman, Henry
Friedkin, Israel
Frugone, Frank L.
Huntsman, R. F. R.
Kahn, Max
Koch, Edward R.
Lewis, William A.
Markowitz, Michael N.
Mokarzel, N. A.
Nix, John W.
O'Brien, John H.
O'Brien, Morgan J.
Oehler, Alfred J.
Olcott, E. E.
Park, Dr. William H.
Pasvolsky, Leo
Pendleton, Hon. Francis K.
Ramsay, Clarence J.
Rockwell, Joseph H.
Sachs, Mayer
Sampers, I. H.
Tilford, Frank
Towne, Charles H.
Warburg, Felix M.
Ward, Theodore H.
West, Henry L.
Wheeler, Howard

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COMMITTEE ON PUBLIC INSTRUCTION

INTENSIFYING THE WAR

IT obviously is not the intention of this branch of the Mayor's Committee to attempt to instruct the intelligent citizens of New York, as they generally are well informed on practically every phase of the war. The object rather is to intensify the salient features of the war, practically bringing it into touch with the millions of the city's population so that the Federal program can be translated into action by bringing practically every citizen within its sphere.

In these efforts it is obvious that the work early exceeded the bounds of the City and expanded into the nation and the world by reason of the interest which was almost immediately aroused by the hitherto unprecedented effort of New York City.

Public instruction, as initiated and developed through the Mayor's Committee, rests upon two basic ideas. The first stands for a more intensive and intimate knowledge of the fundamental questions concerning the why and wherefore of our entry into the war. In this propaganda the Committee was able to give a great extension of influence in New York City to the official bulletins and messages in general of the Federal authorities in command of war activities at the Capital City, by bringing these messages in a better understandable form to the great mass of the people in the City of New York. That this service was necessary it is only needful to mention that more than eighty per cent. of the population of Gotham either is foreign-born or directly descended from foreign-born parentage.

ATMOSPHERE AND MORALE

THE second idea which the Mayor's Committee has endeavored to develop and carry through has to do with the maintenance

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of that patriotic feeling and atmosphere which is so necessary for sustaining the morale of the citizenry of the great metropolis. This was done by the supply of patriotic speakers for public meetings, the encouragement of song festivals, parades and other great gatherings where the spirit of the people would be stirred to self-expression; posters were issued of an artistic nature and in lavish quantities, and every known agency was employed locally for the purpose of keeping the people fully alive to the inceptive idea, development and consummation of the war program.

This Committee works, as its name suggests, in close harmony with the Speakers' Bureau of the Mayor's Committee, which medium has arranged for many of the large meetings held under the auspices of the Committee.

It also has been actively employed with the preparation and distribution of the literature issued by the Committee and the dissemination of the official governmental bulletins and other informative matter concerning the war and the war program in general. Useful co-operation has been rendered in this general effort by the Committee on Arts and Decorations, whose members have prepared some of the most notable artistic productions which have appeared upon the display boards of the country.

Among the great song festivals, which have been inaugurated and carried through by the Mayor's Committee, may be especially mentioned that for the popularization of "The Star-Spangled Banner." This was marked by a gathering estimated at 20,000 people which listened to a spirited rendition of this and other patriotic music from the steps of the City Hall. The program of popularization was further carried on by great gatherings in the parks throughout Greater New York, and by means of the words being shown upon the screens of hundreds of moving-picture houses, some of whose audiences were led in the singing of the National Anthem by famous vocalists. Nearly two millions of copies of "The Star-Spangled Banner" were distributed at these meetings or dropped from air-craft flying above the city on several occasions. It is no exaggeration to say that

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millions of people were given a fresh impulse towards not alone learning the National Anthem but for living its sentiments as the result of these unexampled efforts.

SERVICE BY WAR CHORUSES

ENCOURAGEMENT has been given steadily by the Mayor's Committee to Community Music, which has been described as being an effort to measure all musical endeavor by the standards of usefulness to the great social body. This movement has been immensely developed throughout the country by the War Choruses which are held in many places, and it is giving a new opportunity to every person for free and frequent participation in music, especially in chorus singing with great groups of people. Noted leaders of New York City and elsewhere have freely given their services in the spirit by which the Mayor's Committee has endeavored to foster this promising development.

Inspired by the great success gained in New York and other cities, community singing is now becoming a feature in many municipalities throughout the United States of America. Phonographs supplied with records are in some cases shipped from place to place for small communities; some universities supply musical entertainment free or at low cost to the surrounding districts; municipal organ recitals are held in public halls, etc.; municipal or civic song contests are inaugurated, and folk songs are encouraged on the part of foreign-language communities. A number of elaborate demonstrations were held at Central Park, Prospect Park, and other places about New York City in connection with Flag Day, 1918, and on other patriotic occasions. Where such success is attained, it suggests that there are immense possibilities along these lines of civic endeavor.

The spirit of the civic revival of music is reflected by definite progress in seasonal work in many cities. Atlanta, Pittsburgh, and Portland, Maine, provide public organs and organists. In the latter place concerts are given daily in the summer at the

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new Portland Auditorium. On Sunday in winter the Music Commission also plans programs including congregational singing and addresses. To Pittsburgh belongs the credit of being the pioneer city to provide public organ recitals, and the municipality of Boston gives the people worthy orchestral concerts, supported out of public funds, to supplement the privately sustained Symphony Orchestra.

MAYOR'S CONCERTS AND OTHERS

CLEVELAND, Denver, and Houston, Texas, all realize the importance of giving the people high-class musical fare, after the fashion which has been in practice so long and so successfully in foreign cities.

It is the constant effort of the Mayor's Committee to permanentize this movement for Greater New York by adapting it to the varied social conditions which prevail in the City. The Mayor's Concerts in the public parks are notable examples of what is being accomplished through municipal encouragement. It is hoped, however, that much more can be accomplished by wise encouragement, and that the already liberal budget for music may be expanded for the future. The small city of Hutchinson, Kansas, spends about $6000 yearly on music, and on this basis Greater New York should in the course of time be able to considerably extend its present appropriation.

In connection with these endeavors in New York City, the Mayor's Committee desires to give special mention to the very kind co-operation rendered by the Department of Parks of the City of New York; to his Honor the Mayor for his personal participation in the various exercises; to several firms of music publishers and printers who generously donated the supplies of words and music in the face of great mechanical difficulties and shortage of help; to the moving-picture houses and theaters for their always patriotic co-operation; to the hotels of the City for printing the complete text of "The Star-Spangled Banner" upon their menus on the special day of this celebration; to the

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churches and schools, and to hundreds of volunteer workers whose self-sacrificing efforts were simply beyond praise.

"SELLING THE WAR"

REINFORCING all of these efforts there were great public rallies and mass meetings whose object was to present the war in all of its aspects and to explain lucidly the various questions which were continually arising, especially among the great foreign-born population. The coexistent work which was carried on for these general problems was of such a nature that the complete orbit of human understanding was embraced in these various activities. In short, the public was "sold to the war," to use a popular commercial phrase.

So important did the Mayor's Committee consider the development of this program of public instruction to be, that it was counted as being only secondary in importance to participation in actual warfare. Explanation of what the opportunity for home service actually meant, and the necessity for reciprocal feeling on the part of the people towards the patriotic efforts made by the American Government and its Allies, were put forward as vital facts in the ultimate success of the nation's arms, and secondary only to the sacrifice of life itself.

Full co-operation was had with other related divisions of the Mayor's Committee, such as the Committees on Organized Guard, Army and Navy Forces, Entertainment and Reception, etc., etc.

These divisions of the many-sided work of the Mayor's Committee rendered most useful service in the arrangement of public meetings, receptions and other special activities on the part of the leaders of the foreign-born groups of the City. Oftentimes these movements developed spontaneously and were brought by their able racial committees to the Hall of Records in a highly developed state of preparation and practically ready for being carried through under the patronage of the Mayor's Committee. The development of a sympathetic attitude towards their own national desires and the national welfare was a feature of the

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work to which the Mayor's Committee gave unremitting attention; and among the glorious records of the war there will be none of a domestic nature which will stand forth more creditably than those of America's newly found sons and daughters who met a crisis in such a spirit as probably never before was shown in any time or any country by an alien and heterogeneous population.

CHURCH, SCHOOL AND PRESS

EFFECTIVE factors towards this happy end were found in the churches of all denominations and creeds. The appeals made by the Mayor's Committee for the co-operation of the clergy and workers met universally with a ready and hearty response. Thousands of sermons or pulpit references were made on the various features of the work as suggested to these religious organizations on the part of the Mayor's Committee; and the influence for a permanent and constructive citizenship simply cannot be measured in the surprising results which came so freely from this source.

This propaganda for the maintenance of American morale is continuing through the churches, schools, the press, and by every other means of reaching the individual in his home. There are thus reflected in his life the lessons of patriotism, of sacrifice, and, if need be, of suffering and death, which have been instilled not alone in New York City but throughout the country and virtually throughout the world as a result of this great war for the freedom of mankind from autocracy.

The Committee on Public Instruction embraces in its comprehensive program a realization of the necessary means for self-expression both of the native-born and foreign-born population. Its endeavor is to crystallize the many and varied points of view of the great mixed population into the one and necessary vision for meeting upon common ground for the fundamental purpose of winning the war. In other words, the melting-pot of thought is operating to the one national desire

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for victory and the resulting indissolubility of thought on the purpose, action and result of the war.

To carry out these purposes with full success is the *raison d'être* of the Committee on Public Instruction.

FOR BUSINESS PEOPLE

MANY millions of dollars have been expended by private and public enterprise upon the libraries of Greater New York. Notwithstanding the lavish generosity for public culture, the Mayor's Committee feels that but a small proportion of the citizenry takes any real advantage of this notably liberal arrangement for their benefit. This is probably the fault of the public, for a survey shows that the average public librarian and his assistants are eager to serve the people as a whole, and to assist business men, among others, in the solution of special questions which have arisen in connection with the great war.

One has but to look at the advertisements in the daily press and the magazines to realize that in America there has arisen in recent years a new type of business literature. As a result to-day there are available in public libraries, monographs on practically every phase of business activity, with the possible exception of the most recent developments in the field of war. The encouragement of business and professional men and women to use these advantages, by means of the excellent bibliography on business subjects which has been prepared by the Public Library system in New York, is, therefore, one of the efforts of the Mayor's Committee.

Thousands of commercial and professional manuals are available in New York for consultation in the easiest and most rapid manner possible. It is urged that all members of the Committee should first of all familiarize themselves with the facilities which exist at their nearest public library; and then make known to their business and other acquaintances the wealth of useful information which awaits the applicant who will expend a little time and trouble. It is suggested also that, in the Chambers of Commerce and other business and personal or-

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ganizations in the five boroughs, there should gradually be built up a library of business in such form that it will be of maximum service to the membership of such a body.

BUILDING YOUNG CITIZENS

Civics, as a feature of high-school instruction, have been given a place of increasing prominence in recent years. The Mayor's Committee has before it suggestions concerning additional courses in such practical subjects as Fire Prevention, Municipal Finance, and more definite teachings regarding Health and General Sanitation. The effort is that New York children can more definitely be directed along the lines of stamp collecting, cutting pictures and articles from magazines and newspapers, and making lantern slides illustrating civic conditions.

It is desired by the Committee that work should be established dealing with every type of civic instruction, as a direct inspiration, not alone to the younger collector, but to his parents and the community as a whole. In those cities where success has been attained in putting the civic idea effectively before the people, the results have been accomplished by means of a visualization of the subject by civic motion pictures and by other illustrative means.

It is recognized that there is a tremendous opportunity for developing the civic forces throughout Greater New York and the country. The vital thing in civic instruction is not alone in the school-house, but by bringing the school-house into the homes of the pupils. Notable success has already been attained in New York City by parent-teacher organizations, where the parents come right into the schools and work in co-operation with the teachers in solving the problems of the individual school child. It has been noted that the foreign elements of the population show special enthusiasm and aptitude on these matters.

It is at last recognized that in the successful dealing with the school child only about 30% of the problem is educational, and that the great proportion of real instruction has to do with the

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physical, ethical and moral sides of the child's nature. This parent-teacher movement is working successfully in several sections of the metropolis, and is an advance which deserves definite help. Existing means of help for the teachers, parents and children appear to be inadequate, and representations are being made for a better understanding of the needs of the day and the possibilities of improvement when those needs are met.

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GREAT BRITAIN AND HER COLONIES ON INDEPENDENCE DAY

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COMMITTEE ON RETAIL INDUSTRIES

This Committee has cognizance of all matters relating to retail industries, their development and control, and kindred subjects.

MICHAEL FRIEDSAM
Chairman

HARRIS A. DUNN
Vice-Chairman

LESLIE GRAFF
Executive Chairman

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Stern, Louis
Straus, Jesse I.
Thorley, Charles
Wallach, Samuel
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COMMITTEE ON RETAIL INDUSTRIES

CONSERVING MAN POWER

"IN the present emergency it is absolutely necessary that the country's resources be used to full advantage to aid in carrying on the war. This requires that all unnecessary services shall be eliminated in retail trade as well as in other lines of business. . . . A careful study made by the Commercial Economy Board has indicated that more than 100,000 men are needlessly employed in retail delivery service in the United States.

"The elaborate service now rendered by many merchants may be permitted in times of peace, but it can have no rightful place in a war-time program. . . . These are critical times. The nation faces a serious situation.

"The Commercial Economy Board points out to retail merchants how they can help. It calls upon all retail merchants everywhere for prompt, patriotic co-operation in adjusting their business in accordance with the national need."

PROMPT AND CHEERFUL RESPONSE

THIS message came through from the War Industries Board at Washington to the Committee on Retail Industries of the Mayor's Committee on National Defense as the recognized unit of that Board for New York City. It was realized that conditions in the national metropolis are naturally much more complicated than in smaller places where a unified system of deliveries had already been put into effect; but prompt action was taken when the matter was brought to the attention of New York retail interests on a patriotic basis.

Conferences were held with the Retail Dry Goods Association, the Fifth Avenue Association, the Broadway Association,

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and in other influential directions; and without exception a prompt and cheerful response was made by such commercial bodies to the approaches made by the Mayor's Committee.

NEW BUSINESS RULES

CIRCULARS were issued by these and other organizations and large display advertisements were inserted in the city newspapers late in June, 1918. These costly announcements have been repeated frequently by individual firms since that time. The request was made that merchants should immediately adopt the following rules in the conduct of their business:

(1) The restriction of deliveries to not more than one trip a day over each route.

(2) Limiting to three days the time a customer may retain merchandise in order to enjoy the return privilege.

(3) The restriction of special deliveries.

While the merchants who voluntarily adhered to this request from the Government are deserving of great credit, no less credit is due to the general public, which almost without exception accepted these revolutionary rulings in an admirable spirit of co-operation and helpfulness.

The new system is intended to apply to dry-goods and clothing establishments, department stores, grocery stores and every other line of trade where man power can be conserved. On the recommendation of the War Industries Board no campaign was made by the merchants of New York City to induce retail buyers to carry home their own packages. Formal announcement of the new plans by the great merchants seemed to be all that was necessary to cause customers generally to carry their own packages, thus reverting to the old "cash and carry" plan.

Reports not alone from New York City but from more than thirty of the large cities of the country showed that the public almost automatically co-operated by carrying home a large number of packages. This increase averaged within a short time 44%, and the new system soon saved approximately 35% of the number of men engaged in delivery and also saved 40%

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in automobiles. It is believed that if a national survey were made at the present time these percentages would be substantially increased.

Leading New York City stores gave prominence to the new regulations in their announcements, and the following advertisement was carried by the leading metropolitan dailies:

NOTICE

THE WAR INDUSTRIES BOARD

WASHINGTON, D. C.

desirous of conserving man power, calls upon the

RETAIL MERCHANTS OF NEW YORK

to adopt the following rules in the conduct of their business:

1. The restriction of deliveries to not more than one trip a day over each route.
2. Limiting to three days the time a customer may retain merchandise in possession in order to enjoy the return privilege.
3. The restriction of special deliveries.

The co-operation of the public is invited in the enforcement of this Government request.

Early morning shopping will facilitate the adoption of these rulings.

COMMITTEE ON RETAIL INDUSTRIES
of the Mayor's Committee on National Defense
Hall of Records, New York City

HENRY MACDONALD, *Director-General*

M. FRIEDSAM, *Chairman* E. P. GASTON, *Secretary*

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AVOIDING INDUSTRIAL DISLOCATION

By limiting the return of merchandise so that an article is not in the possession of the purchaser for more than three days, by cutting out needless C. O. D.'s and requiring a deposit on all C. O. D. transactions, as well as by eliminating special deliveries, a large amount of unnecessary work has been saved by the operation of this national conservation program. As the extensive pre-war service was curtailed, the men relieved from handling it have been released for other departments in the same stores. This whole plan has helped many merchants to meet their own problems. Through this means the governmental needs have also been met, because it has not been necessary to replace men taken for military service with men withdrawn from manufacturing or other productive industries.

The adoption of the Federal program by the great merchants of New York City is proving a substantial help in continuing these saving measures in other parts of the country where business men were inclined to wait and see what New York merchants would do.

The recommendations from Washington were that one delivery a day be adopted by stores in all towns of more than 2500 inhabitants. A later report indicated that details have been worked out and the plans successfully practised for several months in about 300 towns in 45 states, affecting a total population of more than 24,000,000. It was freely predicted, however, that such a plan as this would not be workable at all in large cities such as New York or Chicago; that it would require a force of men, automobiles, horses and wagons about twice as large as the ordinary force attached to any of the large stores in such cities as this to attempt to handle all their deliveries on the basis of one delivery a day. Even then it was claimed that the chances would be that the delivery departments in the large stores would frequently become clogged, just as railways become clogged with freight.

These predictions, however, would seem to be unfounded by

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the originality which was shown on the part of New York merchants in adapting the method to the complicated requirements of the world's greatest city.

NOTABLE PUBLIC ADVANTAGES

THE ultimate advantage to the public in lessened costs is well shown by a recent study in retail cartage costs in the city of Washington by the Census Bureau. This showed that for bakery products the percentage of delivery costs to gross sales averaged 19.8; for ice cream, 14.9; for coal and wood, 15.2; for ice, 45.6; for food products as a whole, 7.4. How many men and boys are employed in the entire country in retail deliveries and how much they cost actually no one knows, but both figures would evidently be very large. A department store in a large city on the Atlantic seaboard, acting with other department stores, recently cut its regular deliveries from three to one a day and found that instead of twenty delivery trucks it needed only fourteen. The store had lost a number of elevator men, warehousemen and packers through the draft, but by simplifying its delivery service in line with the official recommendations it was spared the necessity of bidding against a near-by munition plant, neighboring farms and other vital industries for substitutes. The vacant places were filled instead with the released delivery men and boys. The employees were released from work on an average of an hour and a half earlier, and the store was enabled to meet the increasing demand for lower prices by means of the savings thus made.

INCREASING EFFICIENCY ALL ROUND

IN a general way many suggestions for increasing efficiency have been made to the Committee on Retail Industries by men who see how badly New Yorkers still do many things. Some of these proposals have been taken under consideration, while others are obviously impracticable for the present time.

It has been suggested that the retail industries could organize their employees, male and female, into military and semi-mili-

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tary units which may be used as adjuncts to the organized guards in case of necessity. The men could act as guards for the protection of buildings, etc., in case of an air raid or attack from the sea, while the women could serve as nurses in extemporized hospitals, etc. It is believed that with employees thus organized much of the lack of morale and *esprit de corps* which goes hand in hand with war conditions of temporary employment can be corrected. Moreover, an organization of employees is especially necessary where there is a possibility of panic, due to riots or other disturbances.

THE ZONING SYSTEM

EXPERTS on city planning are practically agreed that it is an advantage to group in central districts the retail establishments of such a city as New York, excepting such as relate perhaps to the distribution of food supplies. The particular advantage of grouping industries, whether retail or otherwise, is found in the fact that it facilitates shopping and regulates the disturbing and deteriorating influence of shops where located in residential sections. The question of grouping industries, otherwise zoning, has heretofore been considered by city authorities, by the legislature and by various associations. Laws have been passed relating to the subject and much good has been done. Nevertheless, demands have been made many times on the part of property owners to break down the zoning system, and the Mayor's Committee is giving this matter serious consideration for the good of the retail industries and the city's interests at large.

The war already has effected many changes in retail industries in New York and other cities throughout the country. The smaller industries, trades and retail shops have in many instances been forced to suspend, thus driving business into the larger department stores. It is believed that cognizance should be taken of this tendency and endeavors be made to bring about improved relations in the various business interests with the object of stabilizing trade. Suppression of questionable

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practices on the part of any tradesmen should be given effective consideration, so that the stores which, for instance, conformed with the Mayor's Committee program of saving man power, should not be penalized for their loyalty.

The demand for labor, male and female, has been increased tremendously by war conditions, with the result that the best type of clerks oftentimes have given up their employment in the retail industries for better temporary remuneration elsewhere. This has resulted in considerable demoralization among employees, with the result that in many cases lack of efficiency, intelligence, tidiness and honesty is manifest—dishonesty in the sense that their efforts are not profitable to themselves or their employers and thus they receive compensation without giving an adequate return. The public also in turn suffers and discontent and irritability in some cases has been engendered against shopkeepers, which is neither for the benefit of the public nor the tradesmen. It is suggested that this matter might be looked into with the hope of lessening this evil and increasing the efficiency of the employees and the service of retail industry in general.

WAR READJUSTMENTS

WAR has caused the curtailment of credits. This curtailment in many instances has been unwisely applied. The financial responsibility of those who used credit in many cases was not impaired, but nevertheless failures have occurred repeatedly through the unintelligent handling of this service problem.

Retail industries generally, since the war began, have been limited to a large extent by standards of a domestic origin. It might be of interest to distributors in New York, as elsewhere, to take up the question of American standardization, which could be reached by manufacturing concerns before their products are offered for distribution, in order that our domestic articles will compare favorably with the character of the goods heretofore manufactured in foreign countries. Nations like Germany, France and Great Britain have powerful organizations working for unity in the development of industries and

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relating not merely to the quantity of output of the industries but to the uniform standard of the goods produced. It is feared that following the war there may be a great diminution of retail business in America, with the trade possibly going to foreign countries, if the fact is not recognized here that there may be a gradual and growing deterioration of character in certain goods offered for sale. From the foregoing one may gain an idea of some of the problems which are engaging the attention of the Committee on Retail Industries and its related interests.

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COMMITTEE ON RISKS AND INSURANCE

This Committee has cognizance of all questions relating to risks and insurance within the City of New York and adjacent territory, growing out of war conditions.

GEORGE R. BRANSON
Chairman

DARWIN P. KINGSLEY
Vice-Chairman

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SNOW, ELBRIDGE G.
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Wollman, Benj. F.

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COMMITTEE ON RISKS AND INSURANCE

CITY FIRE ZONING

IT is estimated that seventy per cent. of the buildings in the City of New York, as in other American cities, are of poor construction and tending to decay. The fire risk is increasing. Attempts have been made to decrease the risk by building laws and by the provision in New York of the best Fire Department in the world; but the laws do not go far enough. Provision should be made to zone the city, so that in case of a general conflagration the destruction could be limited to a definite zone.

The peculiar situation of New York, frequency of high winds, etc., make the risk very great. The risk is further enhanced by carelessness on the part of the people, as well as dishonesty on the part of certain of the population. It is believed that there could be incorporated with the Fire Department an efficient department of inspection, the duty of which would be to carry out periodic inspections of zones within the city, with the object of preventing fire risks.

In many of the European cities inspection is carried out by paid and unpaid officers, the paid officers being technical experts and the unpaid men citizens whose duty it is to see that no political or financial interest is used to affect the work of inspection. The fire losses in the City of New York are enormous and appear to be disproportionate to those of other great cities. Fire losses being economic losses which hurt the business of the City, serious attention is being paid to lessening these elements of danger.

FIRE DEPARTMENT EXEMPTIONS

AMONG the special activities of the Committee on Risks and Insurance have been the consideration of pleas of the Fire Com-

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missioner and Chief of the Fire Department towards exempting the present members of the Fire Department from draft service; and also, to urge the right of priority for the securing of fire apparatus and materials necessary to repair their present equipment. The Committee sent representatives to Washington, where a hearing was had before the Priority Board.

Success was attained in having the Priority Board agree to assign fire equipment to Class A6, which is a little below the class of munitions, but with the proviso that all the equipment ordered must be "absolutely necessary." In connection with this hearing, the War Priority Board acted on the testimony that New York piers, holding valuable and highly inflammable cargoes, were endangered by lack of sufficient fire protection. Fire Commissioner Thomas J. Drennan of New York, Fire Chief John Kenlon of New York, and Chiefs Murphy and Emerich of Philadelphia and Baltimore, respectively, represented the firemen of the United States and Canada in these hearings, their appointment having been made at the Chicago Convention of International Fire Engineers, which was held in June, 1917.

The subject of deferred classification for firemen and their exemption from draft was also taken up with Provost-Marshal-General Crowder, and a hearing was held and the expectation is that New York City firemen will be placed in Class 3, as being engaged in an occupation essential to the conduct of the war.

MEETING WAR CONDITIONS

Among other features of work that have been suggested for the Committee on Risks and Insurance are the following:

War conditions have brought about many changes in domestic and commercial life which do not exist in times of peace, such as incendiary fires, explosions in manufacturing plants and the like, due partially to the acts of alien enemies, and partially to carelessness and lack of supervision. These risks must be assumed and proper protection afforded. By the

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word risks are included not only risks to life and property, but its effect on business in general. The Government has undertaken to provide against risks in shipping and the lives of soldiers and sailors, but has made little or no provision for what may be termed domestic risks. This Committee has been asked to study that situation more carefully.

Problems arising in anticipation of attack by the enemy are being considered, and efforts to provide against and minimize the damage and suffering are being worked out. By acting in co-operation with the Fire Department, the national and state organizations regarding fire risks, life risks, etc., as well as some of the other special committees of the Mayor's Committee on National Defense, provision should be possible against serious conflagrations, explosions and other destructive influences, and to minimize the suffering that might be occasioned thereby. The suggestion is being considered that this Committee should approach the various existing national groups resident in this cosmopolitan city, and that each group be asked to organize fire protective brigades, which could co-operate with the Fire and Police Departments when required.

Hearings have been held at which the Commissioner and Chief of the New York Fire Department have appeared and explained the various methods they are taking or anticipate taking to augment the regular service of the New York Fire Department in these emergencies.

UNUSUAL WAR PROBLEMS

THE request has also been made that this Committee investigate relative liability of individuals, owners, risks and insurance associations, and study all conditions and unusual problems growing out of the present war. This includes the question of liability of fire insurance companies for injuries received by non-combatants by reason of acts of resident alien enemies and plans for handling the various questions of that kind as they may arise.

A very exhaustive report has recently been issued by this

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Committee in folder form. This is being widely distributed throughout the United States, inviting the attention of the general public to the conditions referred to therein, and suggesting that the conservation of life and property by fire prevention safeguards is one of the ways in which everyone can materially contribute towards winning the war. A copy of this report here follows:

THE WAR'S EFFECT ON FIRE HAZARD

FEW people stop to realize what a vastly important bearing the small hazard has on the annual fire waste in the United States. During the year 1916 our national fire loss amounted to about $214,530,995, 90 per cent. of which was apparently due to avoidable causes. And yet this menace proceeds with its destructive work seemingly unhampered, showing a radical increase during the year 1917, when the fire waste amounted to $250,753,640—greater than that of 1915 by $78,720,440 or nearly 50 per cent.

That there has been a correspondingly tremendous increase in fire hazard in the United States during the past two years is obviously indicated by this startling loss record. *Much of this increase appears to be justly attributable directly or indirectly to war conditions now existing, and the most alarming part of it all is that conditions do not seem to be improving.* Such a development, especially at a time when our country is so sorely in need of all available pecuniary assistance and the public in general is adopting all sorts of economic measures, is deplorable and must be checked and, if possible, entirely overcome. While the situation is indeed serious, the outlook, however discouraging to those who have been in touch with the facts and have for some time been making desperate effort to counteract this excessive fire waste, is not altogether hopeless, for desired results will surely follow concerted, energetic co-operation between the public, which is so vitally interested, and all fire fighting, fire prevention, insurance, military, municipal and welfare agencies. With this thought in mind, the Committee on Risks

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and Insurance of the Mayor's Committee on National Defense has endeavored to point out briefly a few instances of avoidable hazard increase that have come to its attention, hoping to awaken public interest in the matter.

THE LABOR SITUATION

THE shortage of labor, due to the war, has been the indirect cause of a large increase in fire hazard. As many of the most efficient employees in the various industrial and commercial establishments throughout the country joined the colors in defense of our country's cause, their places were filled by others, many of whom are not only less efficient but grossly inefficient, which means a corresponding increase in fire risk incurred by poor and careless workmanship. When vacancies cannot be filled owing to scarcity of help, economy of labor follows, the force of which naturally is felt most by the process or occupation least affecting the output of the plant—the general management and cleanliness and care of fire-fighting equipment usually suffering the most.

The tremendous effect of such a condition on fire hazard can hardly be overestimated. Rubbish accumulations awaiting a carelessly thrown match, lighted cigar or cigarette, or igniting spontaneously; neglected hot ashes, lawless smoking, careless handling of dangerous supplies and materials, etc., are a few of the dangers. Fire pumps, tanks and other sources of water supply for automatic sprinkler systems have not been properly maintained; defective or leaky valves and fittings have robbed many systems of their value, permitting fires to burn themselves out, gutting entire plants that otherwise would have been saved had the sprinklers been properly cared for; empty and neglected fire pails, worthless chemical extinguishers, defective standpipes and hose connections, missing nozzles, etc., have all resulted from this same cause. Especially is this the case in plants where war necessity has increased the output, all efforts being directed toward producing the maximum in merchandise at sacrifice of the proper care of fire-fighting equipment.

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OVERTIME WORK DANGERS

THE great demand for war material and supplies has been the cause of other hazards, such as the temporary neglect of machinery and equipment, which is hastily dismantled or thrown aside to make room for other equipment immediately necessary. The sections of plants generally used for storage of such dismantled equipment frequently become a nest of miscellaneous objects mingled with oily rags, waste, waste papers and other rubbish, subject more or less to spontaneous combustion. Another condition of hazard increase is overtime work. In an effort to complete special work and lured by double pay, employees have been induced to work eighteen to twenty-four hours at a stretch without rest or sleep. It is, of course, impossible to maintain efficiency in workmanship and care under such conditions.

A few hazardous developments noted in various risks are as follows:

STORAGE WAREHOUSES

CROWDED conditions generally obtain and proper aisles between stock piles are not carefully maintained. Loose packing material and rubbish are scattered about and allowed to accumulate in most dangerous places, such as the bottom of elevator shafts and in engine and motor rooms. Fire doors at communications and fire checks at floor openings are allowed to become obstructed or generally defective.

MACHINE SHOPS

GENERAL indifference seems to prevail in machine shops in relation to important hazards such as gasoline torches, oxy-acetylene blowpipe outfits, forges, mufflers and other temporary soldering and brazing equipment which are carelessly handled and used rather than take the time to install same properly. Rush to turn out orders, making new lines of merchandise to

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meet present demand, and overtime work, with their attending dangers, careless smoking, washing in benzine, dangerous lighting arrangement, neglected rubbish, oily metal shavings and waste, are frequently prevalent.

MANUFACTURING CLOTHIERS AND ALLIED INDUSTRIES

A MARKED increase in untidiness prevails in this class of establishments. General housecleaning is seldom done these days, the sweeper usually doing the work faster by keeping the aisles clean and neglecting the vital and most dangerous parts, such as dark and unused corners, under benches and machine tables, in beltways, motor boxes, etc.

STORES, DWELLINGS, APARTMENT HOUSES AND LIGHT MERCANTILE ESTABLISHMENTS

A GENERAL survey of various buildings in this classification disclosed an untidy condition, especially in cellars, dumbwaiter and elevator shafts, boiler and motor rooms where rubbish is allowed to accumulate. Branch lines of electric wiring were found in some places tacked to woodwork or hung in contact with metal by careless workmen.

FIRE DEPARTMENTS

FIRE departments are generally handicapped by the inability to secure and retain a sufficient number of trained and experienced men.

FREIGHT CONGESTION AND SHIPPING DIFFICULTIES

FREIGHT congestion and shipping difficulties that have been felt throughout the country since the beginning of the war have had a very serious effect in increasing fire hazards. Warehouses are filled to a dangerously crowded degree, segregating enormous values in one fire risk. So heavy is the storage business in large

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seaboard cities that many buildings of inferior construction and unsuited to such occupancy from a fire hazard point of view have been converted into storage warehouses. The general housekeeping in warehouses at the present time is far below normal. The fact that manufacturers, jobbing houses, wholesale and retail stores are at times unable to secure their supplies or reship their merchandise on schedule time has a general tendency to induce fire hazard in a moral and physical sense, owing to loss of business through disappointed customers and the inability to fulfil contracts.

HANDLING OF EXPLOSIVES

Too much care and precaution cannot be given to the storage, handling and shipping of dangerous chemicals, acids and explosives. The recent Halifax disaster was a costly result of the shipping of highly inflammable hydrocarbon and T. N. T. on the same craft at the same time.

FUEL SITUATION

THE fuel situation is very far reaching in its effect on the fire hazard, especially when there is a coal famine during a cold season such as we had last winter, when nearly all classes of risks throughout the country were more or less affected. Necessity in the matter of heat is a breeder of carelessness and indifference which knows no limit. In the poorer class of dwellings, for example, fuel wood was frequently piled under, back of, and close to the sides of stoves. In many cases the draft doors of stoves are kept open and when pieces of wood are too large to be received inside of the fire box, one end is left protruding through the open lid, emitting sparks and flame into the room. This wood was largely waste material consisting of old lumber, broken cases, barrels and boxes, picked up or collected where possible, quite likely to be saturated with highly inflammable secretions. Hot-air furnaces, steam and hot-water heaters were found surrounded by carelessly piled wood, sometimes in contact with the smoke-pipes.

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The dangers attending the use of wood as a coal substitute are very severe. Its fuel value is equal to about half that of coal. As it is much lighter than coal and double the amount is required to give an equal amount of heat, much more fuel must be handled. On the other hand, wood by nature is far more inflammable than coal, and the flames often extend several feet from the seat of the fire, while the flame of coal is usually quite the reverse. Therefore, with the wood fuel in use, smoke-pipes quickly become heated to an intensely dangerous degree, presenting hazards in this respect infinitely greater than those incurred by the use of coal. It is because of this fact that coal heaters in many instances are not proper or safe for wood. Roaring wood fires have been found in ordinary ash cans in large, crowded loft buildings, closely exposing flimsy, highly inflammable materials, while hundreds of kerosene and gasoline stoves were pressed into service.

APARTMENT HOUSE RISKS

In modern steam-heated apartment houses, unable to obtain coal, the tenants relieved the situation by the use of portable oil or gas heaters. Many such heaters have been in use dangerously close to curtains, tapestry, woodwork and other inflammable material. The severe dangers in such cases are obvious, especially as the heaters are almost certain to be left burning without an attendant.

Another very important factor in a fuel shortage emergency, one of grave importance, is its effect on fire protection apparatus in extremely cold weather, especially automatic sprinkler equipments. During the past winter New York City suffered very severely in this respect. Most of our sprinklered risks were threatened with freezing because of insufficient heating due to the lack of fuel. Many equipments were rendered temporarily useless because of frozen valves, fittings, piping, etc., while others were severely damaged, some almost to the point of ruin; and when damage did result, in many instances repairs could

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not be made for months, owing to the inability to secure sufficient help and the materials and supplies necessary to make repairs. It is obviously possible to eliminate practically all of the extra hazards attending a coal famine by a little forethought and precautionary measure, either by providing sufficient coal when it is available to last through the winter months or by the installation of proper equipment for a suitable substitute beforehand.

We earnestly invite the attention of the general public to the conditions referred to in this report and suggest that the conservation of life and property by proper fire prevention safeguards is a way in which every one can materially contribute toward winning the war.

FIRE PREVENTION DAY

NEW YORK has so far to go in the way of fire prevention that great interest centered about the meeting for the observance of Fire Prevention Day, as arranged by the Mayor's Committee at the City Hall. The Fire Department of New York City at that meeting presented the following concrete suggestions on this vital matter:

The matter of individual responsibility for negligence and damage by fire is a matter which the Mayor's Committee has endeavored to make effective throughout Greater New York; and doubtless in that case the same principle would be adopted by other cities. This simply would be an adaptation of the plan which is followed in France and other foreign countries by which the occurrence of fires has been very greatly reduced.

Dr. William F. Doyle, Chief of Fire Prevention Bureau, gave a short outline of the work of this department, emphasizing the fact that notwithstanding the depleted ranks, resulting from the draft and the influenza, the useful work of fire prevention and fire fighting is progressing satisfactorily. He said that it had been possible to do this only by the organization of an auxiliary volunteer service of three thousand loyal citizens who had performed great services in assisting the Prevention Bureau to re-

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move the causes of fires and also extinguishing them in their incipient stage.

The speaker said that it had been the aim of his department to discharge its duties with the least annoyance to citizens and property owners, and emphasized the fact that it was the duty of every citizen to assist in keeping the city clear of all combustibles and inflammables that naturally accumulate in yards and houses. The system of investigating the conditions of factories has been very effective, but the co-operation of manufacturers is absolutely necessary in order to keep down the fire waste.

Fire Commissioner Thomas J. Drennan, in a short address, called attention to the depleted ranks of the Fire Department by the operation of the draft, 460 of his men having been claimed already, although they are under the deferred class. Although the present conditions require more firemen than in normal times, it had been possible to perform the work of a complete department by means of an auxiliary department, and he felt that the present fire force is prepared to meet any emergency.

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CHINA'S CONTRIBUTION ON INDEPENDENCE DAY

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COMMITTEE ON SANITATION

This Committee has cognizance of all questions affecting the health of the city, protection of the health, sanitary conditions, etc.

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Chairman

ROBERT W. DE FOREST
Vice-Chairman

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HEWITT, PETER COOPER
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Delatour, Dr. H. Beeckman
Demorest, William Curtis
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COMMITTEE ON SANITATION

ADDITIONAL FACILITIES NEEDED

LARGE numbers of people in a great city like New York are lacking in a real knowledge of hygiene. The question of prevention of disease is naturally more acute during war time by reason of a lax discipline and the breaking down of many established customs. The Department of Health has done excellent work in meeting the peculiar sanitary conditions arising in such a massing of 7,000,000 of people as is found in New York City, but there has been felt the need of an additional organization which would be able to render assistance outside the ordinary orbit of official activities.

It is with a realization of this need that the Mayor's Committee on Sanitation has been organized as an adjunct to the other activities of the General Committee. Health interests of a special nature have arisen in connection with the war, and the after-war features of this subject will be such as to require insistent attention for the safeguarding of the health of the people against harm.

The standardization of apparatus and the means for knowledge along the lines adopted by many European cities is a feature which is being given earnest attention. The combating of ignorance on the subject of many health-destroying media, and the building up of a general knowledge of simple methods of health preservation, are sections toward which special attention is being directed. Members of the Mayor's Committee have made careful study of conditions abroad in the way of preventive sanitation, and these methods are being adapted so far as possible to American needs. The recent prevalence of Spanish influenza in New York City, as in other American centers, is an illustration in point showing the need for such

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expert examination. It is not improbable that other epidemics will follow upon the close of the great war, and the supplemental service of existing bureaus for new means and methods of work is a question which is being given immediate attention as affecting the health of the City of New York in general.

One feature which is being given consideration by the Mayor's Committee is the matter of fumes and gases coming from the industrial plants on the Jersey side of the Hudson River, endangering the health of the residents of New York City. These not alone are proving a detriment to the masses of the people, but affect such choice residential sections as Riverside Drive and other select localities where such nuisances, if permitted to exist, would prove both a damage to health and to property values.

COPING WITH A CRISIS

THE transition of industrial life from conditions of war to the peace program promises also to be a factor in the issues of sanitation which must be met and solved. Great numbers of returning service men from the fields of war require special attention and quarantine arrangements to guard against the bringing of diseases which may be prevalent in shipping and the other fields of action. It is felt that the Port of New York will give a stricter adherence to new measures of health protection than are ordinarily required.

An illustration of the war service program with which the Mayor's Committee are co-operating is found in the call given to the Committee on Community Councils as an outgrowth of action by the Mayor's Committee. This useful organization was called upon to render immediate assistance to a multitude of neighborhoods throughout Greater New York where no adequate official machinery existed for coping with Spanish influenza. Action was taken at once on the matter, and a thorough organization was made effective within a day or two, to the great assistance not alone of the people of New York City, but also of the overworked doctors, nurses and hospitals.

Within the meaning of the operations of the Mayor's Com-

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mittee the term "sanitation" means promotion and preservation of health by prompt and efficient means. With a population involving two scores of nationalities or racial groups, it is realized that the capacity of the present Health Department may be badly strained in giving the attention which this subject demands in case of a special crisis.

Lessons are being learned from the European cities which have found it necessary to divide their municipalities into districts and to put the districts under the supervision of resident citizens of those localities. The hygienic supervision of such citizens, acting in co-operation with the Health Department, is considered as a civic duty.

In other words, they keep the Health Department informed as to the particular conditions of their districts so that the public health shall be maintained as a whole. European cities have also found it necessary to appoint extra committees to pass on all questions involving apparatus for lighting, heating, disposal of sewage, etc.

CRUSADING FOR CLEANLINESS

If official supervision is not had as a protective measure in favor of the public, immense masses of material of indifferent quality is sold to the public, to its detriment. This applies not alone to food, clothing and fuel, but to many other articles of sale which would have a detrimental effect upon the welfare, and consequently upon the health, of the people as a whole.

The sanitary departments of the majority of European cities also have food committees, the duties of which are to look to the cleanliness and hygienic alimentation of the public. Investigations of the Health Board of New York during the past two years have shown that a considerable percentage of restaurants are careless as to cleanliness, and that measures for the improved preparation of food should be adhered to. Great improvements have already been made, but the province of the Mayor's Committee is to see that better protection is given to the public. The crusades carried on by the Department of

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Health registered many improvements, but it is felt that the work should go on, and possibly intensify, especially in view of the present high price of food and the scarcity of experienced kitchen and other help by reason of the demands of war.

GARDENS AND HEALTH

After many years of a limited experience, it is felt that school gardens and war gardens may be introduced more widely and effectively than ever before. The stirring of the soil, the growth of vegetation, and the exercise and mental stimulus which are given to large sections of the people by the cultivation of the earth, have a definite value as a factor in civic sanitation. Physical conditions in Manhattan make the gardening enterprise one distinctly limited in its scope; but there are plenty of vacant plots of ground in most of the other boroughs of the City, and it is claimed that New York could be self-supporting as to domestic fruits and vegetables if the available land for a mile around the City were put under cultivation.

Denver, Colorado, with a population of only about one-fortieth of that of Greater New York, led the list of American cities last year with a vegetable crop from war gardens estimated at $2,000,000. The total increase in America's agricultural production in the first year of operation of war gardening is computed at $350,000,000, or $3.50 per capita. It is estimated by the Mayor's Committee that the cost of raising vegetables on one-acre plots of this kind is but about four per cent. of the value of the vegetables thus produced. The factor of free labor is, of course, counted in the foregoing estimate.

Holy Writ and other literature which have come down through the ages have preached cleanliness as a definite factor in righteousness; but for many years the American people were slow in realizing the need for collective community cleaning-up, as well as personal use of the wash-basin and bath-tub. Last year, however, no less than seven thousand communities were reported as being thoroughly overhauled and cleaned up in America; and through the removal of rubbish and other in-

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flammable materials a reduction of $160,000 in fire insurance cost was effected in a single city. The rubbish thus collected was turned at once into the production of food through the thrift gardens, of which nearly a million are estimated to have been planted throughout the United States.

Many other practical and popular activities were undertaken with the calculated purpose of making communities better and happier places in which to live. For the first year of this plan, 1912, one thousand towns and cities were impressed with the importance of cleanliness, thrift and civic pride as a measure of beautifying homes and towns to make them both sanitary and safe. Last year more than seven thousand communities came into line through local clean-up campaigns.

The foreign-born communities, especially in New York, have substantially lessened their death-rate and the amount of illness by these means.

COMMUNAL CLEANLINESS

THE Mayor's Committee celebrated at the City Hall Fire Prevention Day, and with this stimulus it is hoped that a further campaign will be arranged for reducing fire insurance risks, rates and fire losses, to conserve and increase property values by better means of security; and for increased care generally in cleaning up and promptly dealing with all kinds of rubbish.

Features of the foregoing clean-up campaigns, which are operative in thousands of places, include the making of vacant lots into gardens; the removal of unsightly and unsanitary buildings; war on the house fly; the general cleaning up of yards and their surroundings; the education of children on fire prevention; the value of certain kinds of vegetation in absorbing malaria from the soil and atmosphere; the planting of trees and shrubs for sanitary purposes, and in general the making of more healthful and attractive dwelling and business places. By this means there is being developed a definite community spirit that makes for a better and more beautiful life all around.

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WHAT THE RAT COSTS

THE Pied Piper of Hamelin might find useful work to do in New York, where hundreds of thousands of dollars' worth of damage is done yearly by rats and other rodents. The rat peril is a menace which is actually with us, and in combating which millions of dollars yearly are spent by various countries. Rat extermination work is wide-spread both in Europe and America, and the need for it is illustrated by the statement that yearly losses from rats in the British Isles are $75,000,000 in actual property damage; Germany loses $40,000,000; France, $38,500,000; and even a small country like Denmark estimates its rat bill at $3,000,000 per year. Estimates regarding the United States place the property damage at no less a sum than $35,000,000 yearly.

The foregoing figures, stupendous as they are, represent but one phase of the damage done by this class of vermin, but they help one to understand how necessary it has been found by various countries to undertake rat extermination after a regular plan. In many cases, however, American cities and towns have waited for action of this kind to come from the National Government. The health officer of every community should know something of the rat problem and be acquainted with the methods for exterminating it. Thus far in America the efforts have been sporadic and generally ineffective. San Francisco has spent hundreds of thousands of dollars in protecting itself against rats; New Orleans is said to have spent $25,000 a week during a season of quarantine; Philadelphia has offered a bonus of two cents for every dead rat, and five cents for every live one, and in the summer of 1914 employed a chief inspector, six sub-inspectors, a bacteriologist and subordinates for patrolling the river sections in the city. A receiving station was opened where more than five thousand domestic rats and 238 foreign rats were received within six months. Other cities which have specialized in this direction include Galveston, Seattle, Natchez, Mobile, Charleston, Jacksonville and Los Angeles.

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A NEW PROPOSAL

It is known that thousands of rats come ashore yearly from sea-going vessels, and it is necessary that means should be taken to prevent the rats from leaving the ships while in harbor. The most approved preventive in this case is to attach circular metal discs to the ships' mooring lines, thus preventing the rats from reaching land over the ropes. It is obvious, however, that where ships come alongside the docks, as is usually the case in New York, additional precautions must be taken. Consideration is being given to a proposal originated by the Mayor's Committee, by which a ship coming into American waters would be required to have a clean bill of health as regards rats, just as definitely as against contagious diseases or other menaces to the safety of the community. It is believed that if such legislation were put into effect the extermination of rats could be accomplished without difficulty during the course of a ship's voyage from a foreign port, thus entailing no real hardship upon shipping interests. At the same time there would be rendered that protection to the health of New York City and the country as a whole to which the community is plainly entitled. Any ship which did not pass the required test would, of course, be held at Quarantine until it was declared free from vermin.

It is believed that the progressive citizens of New York will respond to this new effort at gradually decreasing and finally eliminating one of the perils to life and property in the City; and it is felt that if New York can successfully meet this problem an impetus will be given throughout this and other countries towards joint collective action. Extensive efforts are under contemplation, so that South American, Oriental, Levantine and other countries will see that it is to their advantage to "swat the rat" as a preventive of the spread of bubonic plague and the other diseases which they are known to carry. The simple proposal to restrict the berthing at New York of any ship which is not free from vermin would probably be quite

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sufficient for practically the world at large to adopt this plan of the Mayor's Committee.

HOUSING AND HEALTH

HOUSING arrangements for the industrial classes as a factor in community sanitation form a much more complicated problem in Greater New York than would be the case in smaller cities or suburban communities; but the readjustment of housing conditions in the reconstruction period following upon the close of the war is a definite piece of constructive work to which the Mayor's Committee is giving close attention.

In at least one hundred communities there are in operation schemes for comfortable and sanitary dwellings of low cost for the families of workingmen. There is great need for unification of effort along these lines, so that progressive groups throughout Greater New York, and, in fact, throughout the country, can come into touch with each other for mutual counsel and to effect greater economies. Within the confines of Greater New York or immediately adjoining, there is an abundance of unoccupied land which is excellently adapted for community settlements of the industrial classes; but for the improvement of the existing city tenement there is still considerable latitude. In addition, excellent work has been done for years by the various city departments for the improvement of conditions, under private management.

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COMMITTEE ON SHIPPING AND HARBOR DEFENSE

This Committee has cognizance of all matters relating to shipping, piers, defense of shipping and piers, and protection of the waterways in the vicinity of New York City.

JOSEPH P. GRACE
Chairman

FRANK L. CROCKER
Vice-Chairman

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COMMITTEE ON SHIPPING AND HARBOR DEFENSE

TO FACILITATE SHIPPING

IT is claimed in some quarters that the shipping facilities of the City of New York are not yet in keeping with the magnitude of the City's commerce, and that the wharfage and docking advantages are relatively inadequate and expensive for those engaged in the shipping business.

A comparison with the docks of Liverpool, London, Hamburg, and of certain French ports will illustrate how the facilities of New York could still further be improved, as regards the necessary docking and mechanical arrangements for handling large masses of goods. This alleged lack, if not dealt with, would, it is claimed, put a distinct differential against the port of New York. Competition for foreign trade will be intense after the war, and the aim of this section of the Mayor's Committee is that everything possible should be done to facilitate shipping operations.

So far as concerns defense, that is a matter largely for the General Government, but one on which the Federal authorities will naturally look to the City for some initiative. It is felt that New York is not yet adequately protected against aggressive warfare either from the sea or from the air, and this matter has been given serious and extended consideration.

The question of the defense of the port of New York has been left to the Engineering Board of the Army, but owing to the enormous demands upon the Army and Navy at the present time it has been impossible for these authorities to give specialized attention to this matter, in view of the tremendous pressure under which the successful prosecution of the war has been

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waged. The Committee on Shipping and Harbor Defense has taken up the matter with other bodies immediately concerned, and some progress has been made for affording ample protection in case of attack.

GUARDING OUR WATERWAYS

ONE of the first special committees appointed to function under the Mayor's Committee on National Defense was that on Shipping and Harbor Defense. Its activities in war work have proved to be of the utmost importance.

The arrangement of dockage in the City of New York for the purpose of distributing shipping facilities so that the highest efficiency can be obtained was one of its purposes. The War, Navy, Quartermaster's and other Government departments had taken over many of the docks when the Committee was called into being.

This Committee, acting in co-operation with the Commissioner of Docks, has advocated the concentration of the docks occupied by these Government departments. They thus could be conveniently protected by the Government troops, leaving the balance of the docks in different units to be protected by the City guards or police reserves, both as regards attack by alien enemies and protection against disasters by fire.

Enlargement of the harbor facilities in every way possible for the benefit of shipping in this vicinity has also been advocated. Various tours of inspection have been made by members of the Committee with the Commissioner of Docks to consider means for enlarging the docking facilities and harbors. A new pier has recently been opened for the City of New York at Jamaica Bay, and others are expected to be completed there and at other places at an early date.

NEW STEAMER BERTHINGS

ONE of the principal activities engaging the attention of this Committee is in connection with making way for large ocean-going steamers, by transferring the Sound steamers occupying

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PROPOSED EAST RIVER PIER IMPROVEMENTS AS ENDORSED BY THE COMMITTEE ON SHIPPING AND HARBOR DEFENSE

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deep-water piers on the North River to conveniently located piers on the East River. These coasting boats, which are not deep-draught vessels, have in the past gone around the lower portion of Manhattan, proving a menace to shipping, and passing the Navy Yard, which is thus exposed to the plain view of alien passengers who might be aboard. Thence the boats returned all this way and proceeded up the East River to reach Long Island Sound. Ample facilities exist for such craft on the East River. They thus can shorten their trip, relieve much of the congestion now on the western water-front necessary for ocean-going steamers, and transfer this traffic to the marginal street on the east side, which is little used at present. This proposal has proved to be quite a task and has met with considerable opposition because such displacement affects many interests; but the Committee, on the ground of war necessity, is aggressively advocating it and believes that the proposal, while entailing considerable hardship, can be carried out.

A CENSUS OF SEAMEN

A COMPREHENSIVE census is being considered of all seafaring and river men who are domiciled in the City of New York; their capacity for labor, class of employment, etc., to be tabulated so as to make them available for emergency service. In case of an attack ever being made upon New York City, it is realized that great chaos might exist, as the Navy Department could not reasonably be expected to take care of the shipping in addition to its other duties.

There is also a great number of men coming to the City at all times who have been employed on ships of neutral countries. It has been advocated that these men should all be registered both in the public interest and for their own protection. Many men are in the employ of neutrals that are secretly unfriendly to the United States' cause, and the problem of correcting any unfriendly disposition on the part of these people is one that it is felt should be given careful consideration.

The complex questions of employment, shipping, trades

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unions, sick benefits, hospital dues, portage dues, insurance and the like are problems to be investigated by a sub-committee with suggestions as to the regulation of these interests. Some laws, both State and National, covering shipping are considered to be out of date and unsuited to war conditions. These matters are being thoroughly considered. It is probable that this Committee will co-operate with the Committee on Law in bringing about the desired revisions.

Prior to the functioning of this Committee, it was found that New York City, made up of five boroughs, somewhat separated and disjointed in regard to the foregoing matters, has not been actively united for the purpose of concentrating its knowledge and influence in the direction of aiding or influencing matters that would be of interest to individual boroughs. Plans and tabulations have been made of various interests which might be called into consultation to unite the several boroughs in ways of this kind.

NEW DOCK FRONTAGES

In this connection, it is pointed out that both the Government and private interests, in looking for suitable sites, had rather ignored the magnificent water-front opportunities in Greater New York, particularly those situated in the Borough of Bronx and on Jamaica Bay. These are available for immediate development. At Clason Point, in the Bronx, there is nearly a mile of shore with deep water and good high and dry ground behind it, all ready for ship-building yards. The Hell Gate improvement assures a thirty-five-foot depth through the East River within a year, but even at the present time vessels of standard depth can be brought in and out through the Sound. This locality is served by a magnificent one-hundred-foot boulevard over which are operated two trolley lines, so that workmen can reach any plant from the extreme limits of any part of the Bronx, a territory comprising a population of nearly a million people; and passengers from the upper part of Manhattan, Yonkers and other surrounding towns can likewise be

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carried for a five-cent fare in thirty minutes. New York possesses the greatest labor market in the world, a majority of the industrial classes living in close proximity to Clason Point and even to Jamaica Bay, so that the housing problem may be considered as being taken care of. Through the instrumentality of this Committee, all of these locations are being tabulated for the information of those interested.

An appeal was made to this Committee shortly after its formation for greater housing facilities for coast guards who could be stationed at strategic points where they would be available in cases of special emergency. An investigation was made and recommendations given that have since been complied with for housing these guards on the City dock property.

SUPPRESSING THIEVERY

COMPLAINTS were received that the harbor was not properly protected, and that thieving was increasing along the water-fronts. Meetings were held in conjunction with the police and detective officials, and it was found that most of the robberies thus reported were not occurring from the land side, but from the water-front. Repressive efforts were then made through the Commandant of the Navy, the Division of National Defense of the Police Department, and this problem has since been met in a satisfactory way.

Complaints were received that soldiers quartered at certain piers were not supplied with adequate facilities for their needs, including bathing accommodations. The Committee investigated this shortage and made recommendations to those occupying the piers which they were guarding. Promises were received that these recommendations would be complied with.

PROTECTION AGAINST AIR ATTACKS

SOME protection for shipping in case of aerial attack has been given consideration. It has been thought unwise to leave important ships at docks in case of aerial attack or fire, the pre-

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ferred plan being to remove the ships and send them down the bay, where they could be distributed into groups. The destruction of any ship or group of ships by this means would not affect the others or communicate the fire to dock properties.

The co-ordination of coaling facilities is one of the vital problems under consideration. It is estimated that with the rapid building of boats now undertaken by the Emergency Fleet Commission, there will be thousands of new boats lying in New York Harbor and outside of it. These boats all have to be coaled, and convenient coaling facilities with up-to-date equipment will have to be provided for. Representatives of this Committee have made inspection tours of the harbor for the purpose of finding suitable locations for coaling stations which should not only be installed as a war measure, but at such convenient places that they could be utilized after the war for the immense commerce that will exist at that time.

The protection of waterways is another subject that has had the attention of the Committee as a measure of adequate protection against external attack. The protection of New York from the sea and of its waterways from the land are therefore subjects of unusual interest and importance in New York City. Arrangements are being made so that this Committee can act in conjunction with the Engineering Department of the Federal Government and arrange some comprehensive plan to be worked out to assure a better resistance against possible invasion. Considering the many undertakings and strenuous work now before the Engineering Department of the National Government, this Committee feels that, with its knowledge of the local situation, it could readily take the initiative in this matter.

GUARDING AGAINST EXPLOSIVES

THE Committee has been specially active in its efforts to protect the City against possible damage through the premature explosion of combustibles that are being shipped through this port. Explosives and highly inflammable material have repeatedly endangered the City. Efforts are being made by this

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Committee, acting in co-operation with the local police and fire departments and through the Federal authorities, to lessen these grave perils.

CENTRALIZING GOVERNMENTAL DEMANDS

EFFORTS have been made to have Government demands made through one representative looking after all Government requirements. When the United States entered the present war, each department that needed harbor facilities planned to requisition whatever it needed without regard to location and the demands of the other departments. Recommendations have been made for a concentration of these locations. In the Borough of Brooklyn, it was arranged that the Army should have its docks start from Thirty-ninth street and run south to Sixty-fifth street, while the Navy piers should extend from Thirty-ninth street north to Twenty-eighth street. This area included the Bush Terminal, which had been taken over by the Army. This Committee also advocated as a war necessity the building of the South Brooklyn Marginal Railroad, which had long been proposed and which could be admirably used in that connection.

An investigation of food supplies for shipping and the manner in which they are handled is under arrangement. To guard against undue profiteering, and in view of the majority of shipping being now used for national purposes, the Committee holds that the cost of this service of ship chandlery should be brought to a minimum, allowing, of course, a fair remuneration for those so engaged.

INCREASED PRECAUTIONARY MEASURES

THE problem of ice-breaking in the harbor was referred to this Committee by the Committee on Transportation of the Mayor's Committee on National Defense. As a consequence, assurance has been received that measures have been taken to keep open the water communications for the transportation of coal, etc.,

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so that there will be no repetition of the shortage experienced last winter.

One of the features now having the attention of the Committee is for increasing the fire-fighting facilities, particularly in the marine sections of Staten Island, Shooters Island and Newark Bay. The Committee has entered into negotiations with the New York City Fire Department and the Emergency Fleet Commission and it is aggressively working toward a definite solution to that end.

To facilitate the work of this Committee, not only has the Executive Committee been meeting frequently, but four subcommittees have been appointed to look after special duties, as follows:

1. A Committee on Utilization of Harbor Facilities.
2. A Committee on Protection of Shipping and Water-front.
3. A Committee on Labor and Lighterage.
4. A Committee on Co-ordination of Federal and Municipal Authorities.

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COMMITTEE ON TRADES AND MANUFACTURES

This Committee has supervision of matters relating to Trades and Manufactures with the object of obtaining information regarding industries, their relation to war work, and especially in consideration of their economic development following the war.

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Chairman

C. MONTEITH GILPIN
Vice-Chairman

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Demmerle, Theodore
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Simon, Robert E.
Snow, Charles H.
Spellman, Benjamin F.
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Williams, Ichabod T.
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COMMITTEE ON TRADES AND MANUFACTURES

NEW VIEWS ON TRADE

THE term "trades," as here used, means the avocations of individuals or associations of individuals engaged in work which is not strictly manufacturing, and as differentiated from labor unions. There are a large number of trades in which the individuals are not incorporated into unions; for instance, small butchers, grocers and general distributers of merchandise.

The term "manufactures," as here used, applies to goods produced for distribution.

In many of the great European cities steps have been taken to segregate the trades and manufactures in different localities, for the purpose of economy, for concentration of effort, and to avoid detriment to property by the incursion of trades and manufactures into residential districts. In New York, no collective attempt at segregation has thus far been made. Important questions relating to this matter have arisen and will continue to arise, and the Committee on Trades and Manufactures exists to take up such questions and to advise the Municipal Government on any steps necessary to protect the interests of the people.

DETRIMENTAL WAR EFFECTS

THE Committee on Trades and Manufactures has had many questions to consider. The importance of these is emphasized by the City being such a large manufacturing center. With the changes that war has made in encouraging the manufacture of war munitions, equipments, and Government supplies of vari-

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ous kinds and the discouragement that is given to the manufacturing of non-essentials, many changes have taken place in manufacturing plants. One of the first things that this Committee was called upon to do was to formulate plans by which it could act as a clearing house for local manufacturers who have been or may be detrimentally affected by war conditions. Ways and means are being devised by which the Mayor's Committee on National Defense can assist in ascertaining what can be done towards a greater utilization of the manufacturing facilities of Greater New York in more essential and important ways.

Another problem which the Committee was confronted with at its first meeting of organization was to investigate the question of the shifting of labor from one plant to another, or such problems as are analogous thereto.

TRAFFIC CONGESTION

STATISTICS show that the population of large cities in the United States doubles every eighteen years. The congestion now existing in the streets and transportation facilities in New York is in a large measure due to the presence of manufacturing industries within the city limits. It is felt that the time is coming, and that shortly, when decided steps must be taken to restrict and control manufacturing operations on the island of Manhattan. Strenuous efforts were made some time ago to prevail upon the manufacturing industries engaged in the clothing trade to establish factories outside of Manhattan but within the city limits, as, for instance, in Brooklyn, Williamsburg, Astoria and other points on Long Island. Some measure of success has resulted. Through an educational campaign this Committee is making efforts to induce manufacturers to move to outlying sections of the City.

The City of New York never has made a comprehensive census of the manufactures within its limits. The Government census took the matter up in 1910 and has given the statistics. A canvass and census of the manufactures now in the City is being considered, not only for the purpose of obtaining further

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information, but to bring into effect some comprehensive plan for grouping manufactures at points without the limits of the City proper, and also to develop a general scheme of employment. There are many manufacturing industries within the City of New York which are active at one part of the year and slow at another. It is thought that if the industries could be grouped so that employment could be furnished to labor at all seasons of the year within certain zones, it would materially aid the labor element in determining the question of location of houses, so that they should be near the work offered at all times of the year. This question is important in the interests of efficiency and economy.

LABOR AND ITS INTERESTS

No comprehensive scheme has been worked out covering both fire and life protection in manufacturing industries. This question has received very considerable attention in Europe, and the majority of cities there have stringent laws covering these questions, to the great advantage of the City and of the working element.

The complete disturbance of the ordinary state of trade, due to war, and the unequal wages paid to labor, has brought about a congestion in certain industries and a scarcity of labor in others. This matter is being taken up and considered with the object of equalizing the available labor and regulating the question of wages so that the pay of all shall be proportional to living costs.

AIDING THE IMMIGRANT

THE General Government has started a propaganda of Nationalism with the idea of increasing loyalty. It is pointed out that workmen are not always fully informed as to the sources of Government aid, National, State and City, which exist and which may be availed of for their benefit. For instance, the present war has demonstrated that there is a large population which has lived in America (especially in the cities) for long

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periods of time, but which never has taken the necessary steps for becoming citizens of the United States. It is believed that it would be a good plan to enlarge the organization of citizenship bureaus, which would register all non-citizens and then undertake to assist them in becoming citizens. If necessary, amendments to existing laws could be enacted for the purpose of bending every effort, through this Committee, towards bringing this about.

The present war has taught all European nations the necessity for economy and efficiency, and many organizations have been formed in Europe to educate the workmen. This is not only for the purpose of enabling workmen to secure a better wage, but to obtain a greater product per unit of labor without involving any loss by labor of its recreation time. On the other hand, it may provide for recreation, teach the workmen how to get the best returns for their labor, as well as advantages that might be gained in living conditions obtainable through their surroundings.

Competition with Europe following the war will undoubtedly be severe. If America is to hold her place in the world's commerce, it is absolutely necessary that the conditions of the labor wage, as applied to trades and manufactures, should receive careful attention. The variations in the conditions of labor, due to environment and location, are such that this subject will have to be undertaken by local communities.

CO-ORDINATING LABOR INTERESTS

THE questions of workmen's insurance, conservation of workmen's funds through savings, building funds and the like, are now governed by a great many different organizations and institutions; but there has never been any co-operative scheme by reason of which all these forces, acting for the good of labor, could be co-ordinated for the benefit of the country, of labor, or of the community at large. The matter is receiving serious consideration by this Committee. Lectures with moving pictures, illustrative of the beneficial effects of sanitary condi-

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tions, protective machinery, conservation of effort, etc., are being planned for in bringing about better conditions than now exist.

The foregoing are some of the many problems considered by the Committee in connection with the important duties which devolve upon it.

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COMMITTEE ON TRANSPORTATION

This Committee has cognizance of all matters relating to inter-city transportation of every character, and all matters pertaining thereto in the City of New York.

NICHOLAS F. BRADY
Chairman

JAMES H. JOURDAN
Vice-Chairman

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MCCALL, EDWARD E.
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Meade, Richard W.
Merritt, A. L.
Naughton, John H.
O'Neill, William
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Van Name, Calvin D.

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COMMITTEE ON TRANSPORTATION

KEEPING TRADE ROUTES OPEN

NEW YORK HARBOR at times last winter looked like Archangel or some other ice-bound port. Ice-breaking is a task not exactly in the line of Father Knickerbocker; but with the imperfect weapons at hand the gigantic clogs of ice in the Hudson and elsewhere were handled with fair effectiveness.

With last winter in mind as a costly object lesson, one of the active problems of the Committee on Transportation is the securing of ice-breaking facilities for the harbor, in an effort to keep water transportation moving right through the winter months. The troubles experienced in New York Harbor last winter, although abnormal in severity, should be avoided at all costs; and in view of the large percentage of shipments of men and Government supplies being sent to European countries, there is perhaps no greater seasonal war emergency work than this to be accomplished by the Mayor's Committee.

This branch of the Committee is also co-operating with the Merchants Association on the question of the distribution of mail matter, and a big program is being mapped out for fall activities.

URBAN POPULATIONS DOUBLING

STATISTICS show that the population of the large American cities doubles every eighteen years. Notwithstanding the passenger transportation that has been provided within the last few years, it is recognized that within five years worse congestion will exist in New York City, in all probability. What is true of passenger transportation is likewise true of the transportation of merchandise. The experiences of the past winter in the dis-

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tribution of fuel have shown the necessity of giving serious attention to this subject.

The peculiar physical characteristics of New York—a city long and narrow and bounded on four sides by water—make transportation of goods received by steamer extremely difficult, whether the transfer is to railroads for trans-shipment to the interior, or for delivery within the city limits. Various schemes have been proposed, such as freight subways, for facilitating transportation, but owing to the existence of the present passenger subways any freight subway would have to be so far beneath the ground as to involve very considerable cost of construction and operation. The necessity of lowering goods from the surface to the subway levels would seem to put the freight subway question entirely out of consideration.

It has been further suggested that a marginal railway be installed for a freight and passenger service similar to that which exists in London, Paris and other European cities. It is claimed that a feasible plan would be for a marginal railway, preferably with two sets of superposed tracks, one set having spurs carrying down each dock and transfer-spurs extending across the city at definite intervals. It is believed, judging from the experience of the Ringbahn system in Berlin and Vienna, and the new railways recently constructed along the Thames docks in London, that marginal railways would materially aid in the transportation of both passengers and freight. A great drawback, however, is their unsightliness, and hence it may be necessary to find other means for doing this work.

CHAOS AMONG AUTOMOBILES

ASIDE from the broad question of transportation there are many questions relating to the transportation of passengers as far as automobiles and passenger carriers are concerned. The great congestion which exists along the avenues and other sections of the City is regarded as due in a great measure to increased transportation and the need for its better regulation.

The major portion of New York City was built prior to the

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use of heavy automobiles. Such machines are increasing in number, and likewise in the loads which they carry. Their effect upon the city pavements, upon the private residences and other buildings, is a subject for investigation. Some of these vehicles are run without regard to speed regulations; they are built without regard to size, length, width and height; they take up an immense amount of space; and some of them are a serious menace to life and property and a disfigurement to the City. It is believed by some of the members of the Committee that proper regulations should be made governing all questions for the operation of such vehicles, and that these regulations should be so drawn that the inhabitants of the State are protected—and no individual or company should be permitted for its own pecuniary advantage to overlook such rights.

During the past year the question of coal distribution was found to be of great importance. It is believed that the present methods of distributing coal could be improved considerably. It has been suggested that all conveyances carrying coal and similar material might be standardized, and rules made for their government and operation.

Modern transportation involves the use of carriers which move through the air. As this becomes more universal, landing places must be provided. Practically nothing has been done along this line as yet, but the matter is being taken up and thoroughly considered by this Committee.

EXTENSION OF MAIL TUBES

PNEUMATIC tubes exist for the transportation of mail matter. It is believed that this system of transportation is a good one and means should be taken to keep it in use and further to develop it. Tubes could be used in connection with the elevated structures and possibly with the subways without disfigurement to the City. Such tubes might be owned and operated by the City.

Transportation of the mails is a government monopoly. The control of the vehicles used by the Government is a city prob-

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lem. The mail wagons, both for heavy and light deliveries, it is thought, could be improved upon as regards construction and economy in operation. It is believed that this matter should be taken up and considered.

There are many other problems in transportation which affect the docks and which are being considered in connection with the Committee on Shipping and Harbor Defense of the Mayor's Committee on National Defense. For instance, the habit of transporting European mails across the city in trucks is faulty. Further, there is no reason why publishers' mails and other heavy traffic should be transported through the streets when the City is congested. It is held that transportation of this character should be at night and by vehicles which do not disturb the public in the highways and in the buildings.

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A SECTION OF THE INDEPENDENCE DAY PAGEANT-PARADE

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COMMITTEE ON WHOLESALE INDUSTRIES

This Committee has cognizance of questions relating to wholesale interests of the City of New York and aims at providing the City with the facilities needed for dealing with the growing volume of national and international commerce.

ALFRED MARLING
Chairman

ANCELL H. BALL
Vice-Chairman

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Miller, Cyrus C.
Milligan, Jas. A.
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Roggen, Harry
Rosenthal, S. M.
Samstag, Henry F.
Schieffelin, William J.
Steiner, Henry
Wiernik, Peter

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COMMITTEE ON WHOLESALE INDUSTRIES

PLANNING FOR READJUSTMENT

AN admirable spirit of fairness and co-operation generally has been shown by the manner in which the wholesale industries of New York City have entered into the requirements of the War Industries Board in the necessary control which was exercised over these great departments of trade by the Federal Government. This Committee has endeavored to lay the foundations for after-war adjustment for further co-operative methods which will give industry its due reward, and at the same time best serve the requirements of the nation at large.

Wholesalers have become accustomed to the observation of the national requirements in carrying out the war program by the admirable curtailment of production in certain classes of food and merchandise where these were classed relatively as non-essentials. Through this Committee as a whole co-operation in the best spirit is being had with the War Industries Board at Washington, and now special attention will be paid by the Mayor's Committee to restoring to their full activity the wholesale industries on which the prosperity and tax-raising ability of the City so largely depend.

Storehouse facilities of the greatest magnitude are one of the requirements of Greater New York for the future which this Committee is moving for. Storage bases for goods and greater transportation facilities are being looked after, relative to their permanent maintenance in the expansion of foreign trade. The requirements of South America, the Allied countries and the world at large are being taken up in a serious vein as vital needs of the Greater City, where an enormous concentration of trade interests, both at home and abroad, must be provided for.

The Government having taken over the many terminal ware-

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houses for a period of years, apparently has made it necessary to meet the need for greater and better equipped storage places for the City of New York as the largest importing and distributing port in the United States. The prospects are that it will become in time the greatest port in the world.

UNHAMPERING INDUSTRY

IT is realized that the commercial supremacy of the port of New York is important both to the City and the country at large, and measures are being taken not only to protect the wholesale industries but to protect the business of such industries. It is felt that the wholesale industries are hampered at the present time by limited dock and terminal facilities, by incomplete transportation facilities throughout the City, and by a lack of certain banking and credit facilities. Better precautions against the outbreak of fire are also considered to be necessary.

A CANVASS OF CONDITIONS

A CAREFUL canvass of conditions in the City of New York shows that it is lacking in several facilities afforded by European cities for the developing and handling both of national and international commerce. The provision of easier means of ingress and egress for the gigantic trade of New York City is one of the problems most vitally affecting the great interests for which the Mayor's Committee stands.

Conformity with the Federal program has meant, in many instances, an absolute stoppage of the ordinary and usually profitable lines of business on the part of a given wholesale industry. The production of war goods entailed, in many cases, considerable financial sacrifice, and in some cases even threatened financial ruin; but the response to these severe demands was almost without exception prompt and patriotic in its spirit. It therefore is a special satisfaction for the Mayor's Committee to continue the policy of looking after the interests which have

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been somewhat prejudiced or jeopardized by the war, and the effort of the Committee is to foster the interests which are temporarily dislocated by these exceptional conditions.

"MADE IN AMERICA"

NOTE has been made of the greatly widened radius of home production to supply home consumption, instead of depending upon imported articles. It now remains for the Mayor's Committee to do all in its power in favor of domestic industries, to keep in America the money which formerly went abroad in such lavish quantities. The public is being educated to the relative quality of American goods as compared with alien productions, and the Committee circulates the knowledge that American-made articles are usually the equal, and oftentimes the superior, of those which have come from other countries in the past. "Made in America" is a badge of commercial honor which this Committee is popularizing.

The stimulation of American manufacturers, wholesalers. retailers, and the public generally to go hand in hand for the production and absorption of products here, is a definite part of the program of the Committee. Through the Committee on Retail Industries the effort is being made to increase both the character of products and the appreciation in which the American people will hold the output of its own factories, which oftentimes is produced through the application of the trained labor coming from other countries. An increase in the immigration of skilled artificers for the building up of a diversity of industries, arts and sciences is also a subject which is being alertly watched.

The Committee on Wholesale Industries co-operates with other departments of the Mayor's Committee, including the special sections on Trades and Manufactures, Retail Industries, Labor, Domestic Supplies, Transportation, Commerce, Shipping and Harbor Defense, Risks and Insurance, Taxation, Organization and Suggestion; and, in fact, with almost every one of the multitudinous activities of the organization which

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operates at the Hall of Records in the endeavor to bring increased revenues to the Government and a larger prosperity to the people of America as a permanent contribution to the national assets.

PASSING THE PROFITS

NEW YORK has been hit, and hit hard, by the war. Some people have made a profit, but the most of them have passed a considerable part of their gains on to the general service by means of Liberty Loans or outright charities to the many organizations which have made their appeals for help. On the other hand, a far greater number of people have seen their business overset and their prospects of adequate profit gone, for the present at least, and their personal interests and ordinary ways of life put into absolute chaos.

Nevertheless it is the proud record of New York City that the community never has flinched from whatever call was made upon it, however heavy that burden might be, as compared with those borne by the remainder of the country. Out of the six billions of dollars called for in the Fourth Liberty Loan not less than one billion eight hundred millions of dollars was allotted to the Federal District of which New York City makes the major part.

In addition to its own burdens, New York City is being called upon to shoulder unexampled responsibilities in the way of providing hospitality and entertainment for the million or more soldiers and sailors who pass through this port to the fields of war. Never before has there been such a demand, and never before have the freemen of any city arisen so well to the occasion.

This is the tribute which has been given to New York City repeatedly, and which has been carried to the grave by many of the sons of America, who have taken away with them a precious memory of kindness, just as others will bear with them through life the same recollections of what hospitality in Gotham really means.

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In these activities the wholesale industries of New York City are bearing their due and worthy part. Realizing the generosity of spirit and of occasion which has been shown without measure by this element of the community, the Mayor's Committee has endeavored throughout the trying months and years of the war to render every aid that is possible, to the end that permanent damage should not be suffered through the preoccupations brought about by the war and its manifold activities.

EASING THE STRAIN

FOLLOWING out this endeavor, the Committee is now planning for a complete recovery of the ordinary activities of these industries following upon the close of the war, and for the great expansion to which they are so richly entitled. The hearty spirit of co-operation which has been shown for the winning of the war has been recognized from the start by the Committee, and assistance is being rendered in many instances to help commercial concerns to meet the strain which has been put upon them. Representations have been made that the Federal Government should come to the assistance of the merchant to a reasonable extent to help him out of his oftentimes pressing difficulties, and to the end that he should have every encouragement to resume his normal activities when the war is over. The conversion of peace-time business to war-time work was made rapidly and cheerfully; and the concern of the Mayor's Committee is that war-time handicaps shall be removed in favor of peace-time advantages as soon as hostilities cease. That the enormous financial sacrifices of private interests made for the winning of the war should be turned into constructive ways of peace and renewed prosperity is the end towards which the Mayor's Committee is looking forward.

An admirable spirit of fairness and co-operation generally was shown by the manner in which the wholesale industries of New York City entered into the requirements of the War Industries Board in the necessary control which is exercised over these great departments of trade by the Federal Government. This

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Committee is endeavoring to lay the foundations for after-war readjustment, for further co-operative methods which will give industry its due reward, and at the same time best serve the requirements of the nation at large.

Wholesalers have become accustomed to the observation of the national requirements in carrying out the war program by the curtailment of certain classes of food and merchandise where these are classed as relatively non-essentials. Through this Committee as a whole, co-operation in the best spirit is had with the War Industries Board at Washington, and now special plans are being made by the Mayor's Committee for restoring to their full activity the wholesale industries on which the prosperity and the tax-raising ability of the City so largely depend.

Storehouse facilities of the greatest magnitude are one of the requirements of Greater New York for the future which this Committee is moving for. Storage bases for goods and greater transportation facilities are being looked after, relative to their permanent maintenance in the expansion of foreign trade. The requirements of South America, the Allied countries, and the world at large are being taken up seriously as vital needs of the Greater City, where an enormous concentration of trade interests, both at home and abroad, must be provided for.

PROTECTING INDUSTRY

THE Government, having taken over some of the largest warehouses for a period of years, has made it necessary, apparently, to meet the need for greater and better equipped storage places for the City of New York as the largest importing and distributing port in the United States, with prospects that it will become in time the greatest port in the world. It is realized that the commercial supremacy of the port of New York is important not only to the City but to the country at large, and measures are being taken not only to protect the wholesale industries, but to protect the business of such industries. It is felt that

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the wholesale industries are hampered at the present time by limited dock and terminal facilities, improper transportation facilities throughout the City, lack of really adequate fire protection, and a lack of certain banking and credit facilities.

A careful canvass of conditions in the City of New York shows that it is lacking in several facilities afforded by European cities for the developing and handling both of national and international commerce. The provision of easier means of ingress and egress for the gigantic trade of New York City is one of the problems most vitally affecting the great interests for which the Mayor's Committee stands.

TAX EXEMPTIONS

In connection with the matter of taxation it is obvious that in the way of tax exemption for the encouragement of industrial development, a great city like New York cannot possibly compete with the small and enterprising cities of the South and West. Such communities oftentimes are able to present perfectly legitimate proposals embodying attractive features for the attraction of new industries in their midst. Against such competition, New York in its greatness would seem to flounder helplessly; but in the matter of after-war reconstruction, the encouragement of new industries is, nevertheless, a matter to which the Mayor's Committee has given expert consideration.

New York City presents many features of great attractiveness for the location of new industries or the expansion of existing ones. It, of course, is obvious that the enterprising secretary of a commercial organization in New York City cannot advertise cheap water-power or exemption from taxation, or spend his time in the endeavor to pass laws exempting manufacturing plants from taxation, as is oftentimes the case in smaller communities. The New York secretary, however, can with profit point out to the manufacturer that rather than worry about the taxation question, he should see just what sort of service a community affords in return for the tax money.

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NEW YORK'S ADVANTAGES

IT has been noted that in many places of low taxation there are inadequate recreation or housing facilities, and that the resulting discontent on the part of the employees may more than offset the extra tax cost in a city like New York, where recreational facilities are plentiful and cheap. With this view, commercial organizations of many cities are to-day encouraging the factory to pay its full taxes. If it is in need of assistance, the commercial organizations of the place will investigate its business prospects and, if the concern is worthy, will assist it financially or in other ways. By this means the community income is not reduced, and new industries come into a closer and better contact with the local interests which are assisting it.

A number of States have legislation permitting municipalities to exempt industries from taxation. In certain instances this applies only to new industries, which places a burden of unfairness on concerns already established. The evil tendency of this differentiation has been shown in some of the States by the practice of factories moving from place to place, instead of remaining in the class of established industries.

The State of Pennsylvania has probably the best provision for the encouragement of legitimate industries, there being no tax on machinery in some of the larger cities. This holds true also in the smaller cities, excepting for the heavier kinds of machinery, which are taxed in the class of real estate. The Pennsylvania State exemption applies to old as well as to new industries, and appears to be quite satisfactory in its operation.

METHODS OF ENCOURAGEMENT

BALTIMORE has for many years granted exemption to industrial concerns locating in that city, and by virtue of an old State law this and one other county were allowed to grant such exemptions. Many industries obtain advantages through the encouragement thus given by the local commercial organiza-

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tions, and by an act of the General Assembly of Maryland this privilege has been extended so that now all the cities of the State are permitted to exercise local autonomy along these lines. An ordinance passed by the City of Baltimore provides that "tools, machinery, manufacturing implements and engines, and corporations, firms and individuals actually engaged in manufacturing within the City of Baltimore, shall be exempt from taxation." A number of other Southern States have followed the lead of Maryland, and have passed acts to encourage the establishment of new industries, such as cotton-ginning mills, etc.

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FINANCES

IT is not intended that this volume shall include a formal report regarding the financial operations of the Mayor's Committee. That feature of the work will likely be treated in another manner; but meanwhile a special word of appreciation should be given to Mr. Louis G. Kaufman, Treasurer of the Mayor's Committee on National Defense, and the able Assistant Treasurer, Mr. Norborne P. Gatling.

The complexity of the Treasurer's task in taking care of the various accounts, due to the extensive activities of the Committee, will at once impress all who are familiar with large public undertakings. The finances are patriotically underwritten by the members of the Executive Committee. Many members of the General Committee have also contributed lesser amounts, and in certain instances the City has reimbursed the Committee for the moneys spent on defensive measures.

The remarkable feature in connection with the operations of the Committee is the relatively small budget on which the wide activities are being carried through. The policy of the Committee is that each great endeavor should be largely self-supporting; as, for instance, the Independence Day Pageant Parade of 1918, where the great cost of the elaborate floats and tableaux was borne by the patriotic national groups participating. Thus the cost to the Mayor's Committee was represented by the expenditure of but a few hundreds of dollars.

The actuating principle of the Mayor's Committee under its present administration has been small expenditure and large results.

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DEPARTMENTAL ACTIVITIES

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DRAFT INFORMATION BUREAU

VOLUNTARY WAR AID

THE Draft Information Bureau was created and highly organized by the Mayor's Committee on National Defense for the purpose, primarily, of giving information regarding the Selective Service Law. It ended by rendering assistance of a greatly varied nature to the registrants and all concerned, including the interpretation of the law in its manifold aspects.

Close co-operation was had with the Local Draft Boards. The Committee assisted in filling up the personnel of many of these boards; it advised registrants regarding their status in the draft; it assisted people who could not understand the English language in filling out their questionnaires; it explained the requirements in supplying volunteer workers for the Draft Boards, and, through the Committee on Law, straightened out many a legal tangle.

It furnished information to registrants and citizens alike, concerning the personnel of the various Boards, and supplied stenographic and other volunteer help to the Local Draft Boards through its Volunteer Service Bureau.

Inasmuch as the Committee was so well organized for draft information work, it was but natural that the Adjutant-General's office of the State of New York should desire close co-operation, in order that their office might avail themselves of the machinery and invaluable records that had been accumulated by the Committee through its intensive preparatory work —which, in reality, was quasi-Government work. The Mayor's Committee, therefore, placed at the disposal of this branch of the public service large and commodious quarters in the Hall of Records, which enabled the Draft Information Bureau and the Adjutant-General's office to co-operate in the best and most

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practical manner. The Committee went further, however, in showing its spirit of helpfulness by financing this department of the Adjutant-General's office until the first day of July, 1918. The Committee also continued to provide space and other facilities without any cost whatever to that Department.

INVALUABLE AID

THE Draft Information Bureau of the Mayor's Committee was thus used extensively by the Adjutant-General's office, and it became a necessary and inseparable part of their work. As the work of the Committee continued to increase through its various Bureaus dealing with the many important and complex matters continually arising, it was felt that the Draft Information Bureau could with advantage be turned over in its entirety to the Adjutant-General's office. By so doing, all draft work could be concentrated under one head. This also possibly would make, it was felt, for a better service to the people of the City as a whole.

The entire machinery, therefore, of the Draft Information Bureau, together with all the records, files, documents, etc., of the Bureau, were voluntarily transferred by the Mayor's Committee to the State Adjutant-General's office in the Hall of Records, whose quarters were already provided by the Committee. The invaluable work created by the Mayor's Committee through its Draft Information Bureau was thereafter conducted from that office.

DEALING WITH FIFTY THOUSAND MEN

THROUGH its Transportation Bureau the Mayor's Committee placed a fleet of motor cars at the command of the Local Draft Director and his assistants; and by this means, as well as by other ways, every co-operation was accorded in order that the residents of this City should have the fullest measures of helpfulness at hand on all matters pertaining to the Draft.

As a result of these multiplex activities, not less than fifty thousand men have been dealt with by this department alone

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of the Mayor's Committee since April 1, 1918. Great as this number is—practically seven thousand per month—it is but one factor among the large operations of this Bureau.

When the need arose, the Mayor's Committee came forward promptly to deal with an unexampled state of affairs. When the crisis was past, the Committee quietly stepped aside in favor of the regularly erected official machinery, which was equipped to carry out its appointed functions.

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EMPLOYMENT BUREAU

A GREAT CLEARING HOUSE

AT the office of the Mayor's Committee and through the mail thousands of inquiries have been made by individuals seeking information where their services could best be utilized in furthering the war and other activities. The practice in dealing with these cases has been to refer them to a responsible authorized agency under the jurisdiction of a city, State, or the United States. This procedure proved only partially satisfactory.

Advantage was taken of the fact that members of the Mayor's Committee control a considerable proportion of the commercial and professional activities of Greater New York. A glance at the roster of membership given in the latter part of this volume will indicate many recognized leaders who are generously giving of their time and strength to this phase of national defense.

Therefore, when the Employment Bureau was established by the Mayor's Committee it was but natural that the wide and influential membership of the Committee should be the first to respond to the call for the mobilization of labor by their offers of employment. No worthy applicant for work has applied in vain to the Mayor's Committee. Frequently there are several posts open to an applicant.

There are many excellent organizations and bureaus dealing with the various phases of employment, but until the entry of the Mayor's Committee into this field there was no real co-ordination of effort. A central clearing house was badly needed. The Committee filled the need. The notable success of the Mayor's Committee in the matters of recruiting, transportation and other war activities caused an increasing number of people to apply for information and assistance. In numerous

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instances men who applied for military service through the Recruiting Bureau of the Committee had been rejected for physical disability; but by means of the Employment Bureau it was oftentimes found possible to give such men useful employment in quasi-war work, and this was promptly accomplished through this Department.

"WORK OR FIGHT"

By reason of this valuable service, the Mayor's Committee was approached by the United States Government to help in placing workers under the "Work or Fight" order, issued by the Provost-Marshal-General. As a result of conferences held with Government representatives, many activities of a varied nature were entered upon by the Mayor's Committee in connection with this important work.

A letter sent to the members of the Committee included the following suggestions:

We have been appointed a branch of the United States Employment Service and will help adjust labor conditions. Under the "Fight or Work" order of General Crowder all men of draft age not called must seek, and secure, if possible, essential jobs.

Under the Anti-Loafing Law of our State all men between the ages of eighteen and fifty must secure positions, but not necessarily essential jobs. We are working directly with Justice Frederic Kernochan, who is sending all those who come under the Anti-Loafing Law to our office.

One of the chief problems, and perhaps the greatest that confronts the nation, is the utilization of the entire man-power of the country. We hope that you will get in touch with the large employers of labor and suggest that they communicate directly with our Bureau if they have positions open. We have more applicants than jobs.

The Court of Special Sessions also recognizes the useful purpose served by the Mayor's Committee, and sends offenders against the State Anti-Loafing law directly to the Committee in charge of a probation officer. This Employment Bureau is the only agency regularly handling these court cases. By means of special facilities possessed by the Employment Department, the workless man and the manless work are promptly brought together.

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A card index system is kept of each workman, and his case is followed up until a satisfactory position is obtained. The Committee forwards most effectively the work of the Government to turn the floating liability of unemployed labor into a definite national asset.

Three representatives of the Federal Employment Service were detailed to the Bureau, and an expert classification has been made. All the great employers of labor in New York City have been circularized, and nearly everyone who employs more than two hundred people has been reached. The result of this circularization was a crowd of responses from thousands of employers who were anxious to have help. Many letters were received from other States, and in numerous cases offers were made to pay the expenses of the men sent by this Bureau.

Requests for labor are received from the great war industries, such as the shipyards, munition factories, etc., and the Bureau helps to place the men satisfactorily. The present Bureau is taking care approximately of four hundred people a day, over eighty-five per cent. of whom are definitely placed. In two days recently, this Bureau dealt with between five thousand and six thousand applicants of a single class.

PLACING "FLOATERS"

THE 189 local draft boards throughout the City send to the Bureau the men who come under the rule of the "Work or Fight" order. The chief difficulty in securing positions comes from the fact that about eighty per cent. of the applicants represent unskilled floating labor. It is easy enough for the Bureau to provide positions for men who are skilled in some particular line, but quite the contrary for men who are masters of no craft. It is hoped that these conditions will be remedied by the new regulations affecting this class of labor as promulgated by the Federal Government, whereby any employer seeking labor must do so through an authorized United States agency.

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LIMITED SERVICE MEN

THE Mayor's Committee was the first to take up with the War Department the important matter of providing limited service men for war work. It was early discovered that many men were not accepted by the draft, and so, being placed in the limited service class, an important question immediately arose. The matter was so developed by the Mayor's Committee that through its efforts openings were made for useful service for those who were unable to stand the rigors of actual warfare. Men rejected by the draft were also placed in useful vocations.

By reason of the success attending the efforts of the Mayor's Committee, a committee was appointed to assist the United States Employment Bureau; and specially valuable service was rendered to shipyards and munition plants. A large percentage of this kind of labor within a considerable radius about New York City was supplied directly by the Mayor's Committee. In a large majority of cases the services rendered by the Committee represented the full hundred per cent. of applicants.

The work of the Bureau in general is developing to very important proportions, and the outlook is that this Department may hereafter deal with as many as a thousand applicants a day.

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INFORMATION BUREAU

A MULTITUDE OF QUESTIONS

QUESTIONS without number and of every variety seem naturally to gravitate to the Mayor's Committee.

The Director-General of the Mayor's Committee, with his staff of expert assistants, almost never, it may truly be said, disappoints an inquirer. "General information" is of so intangible a nature that it is difficult to embody it in a report. But perhaps it may suffice to say that day by day there pours in by mail, by telegram, by telephone and by personal calls such a variety and breadth of inquiry as is handled probably by no other organization of similar nature.

The Mayor's Committee on National Defense is the recognized unit in New York City of the Council of National Defense at Washington. The wide ramifications alone of such a great aggregation of national interests would quite suffice to keep the average office adequately employed; but in addition to the steady demand made from such sources there are the regular inquiries having to do with the Army and Navy; war trade; allotments to soldiers and sailors; insurance arrangements for those in the Services; appeals for help to find men who are missing on the battle-fronts or whose whereabouts are unknown in the cantonments at home or abroad; the desire for information concerning the bona-fides of organizations appealing to the public for funds or other support; the requests for endorsement for war benefits, bazaars, etc., etc., etc.

HUMAN DOCUMENTS

ALL of these and as many others come with the force of natural gravitation to the offices of the Mayor's Committee in an un-

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ceasing stream day by day; and also night by night to those of the staff who oftentimes work until midnight and beyond in the effort to deal with the appeals which reach the Committee. The human documents which come and go through the great bronze doors of the Hall of Records are testimony to the humanitarian accomplishments of the group of earnest men and women who are making sacrifices to do their part in the great catastrophe of war.

Additional thousands of persons, moved by patriotic impulses, are desirous of engaging in some useful form of war work; and these come to the Mayor's Committee in increasing numbers to learn what branch of service they may best be fitted for. In carrying on this work, the Information Bureau is in touch with the manifold phases of war activity now in operation throughout Greater New York, and there usually is little difficulty in assigning an applicant to the branch of work for which he or she seems best to be fitted.

Useful assistance is continually rendered by the regular staff of the Mayor's Committee in assisting soldiers and sailors who are strangers in New York in locating the clubs and homes where they not alone will be most comfortable but where they will have the opportunity of meeting men from their own States.

The Mayor's Committee receives a multitude of inquiries continually concerning the various functions of the different war bureaus of the Government affecting the industrial life of New York City, and many other queries which frequently arise regarding Federal matters and which otherwise would have to be referred to Washington. The wide activities of the Draft Bureaus cause queries continually to arise, and the intimate touch which this department of the Mayor's Committee keeps with enlistment matters makes possible a satisfactory reply to such inquiries.

New York being the metropolis of the country, many cities throughout the U. S. A. also apply for many kinds of information which is obtainable only from New York or Washington.

Quasi-war work is a form of service in which a multitude of people have a desire to take part. Men and women beyond the

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age limit are continually soliciting the Mayor's Committee for information and advice for their increased usefulness. The Committee in turn takes cognizance of the various applications and is almost invariably successful in fitting these applications to the most effective form of individual war service.

INDUSTRIAL REHABILITATION

ONE of the most useful features in any department of the work of the Mayor's Committee is dealt with in this Bureau—the industrial rehabilitation of men back from foreign service. A representative of the Mayor's Committee has recently returned from Europe, where an extended study was made in several countries of the practical means for placing a means of livelihood within the power of soldiers and sailors who have suffered loss of limbs, eyesight, and otherwise are partially incapacitated. A member of the Mayor's Committee has placed his magnificent residence and grounds in London at the disposal of a British Committee formed to teach useful occupations to blinded soldiers and sailors; and similar activities are being planned for the Mayor's Committee in America. Basketry, weaving, carving, carpentry, poultry keeping and bee raising are but a few of the many occupations which are being definitely planned for the men who have sacrificed so much on the battle-fronts or at sea; and the service which the Mayor's Committee is endeavoring to render is that which is compatible with the work done by these men in the service of their country and of its Allies.

The Mayor's Committee is not made up of professional sociologists. For the most part they have had no previous training in community service. They are simply practical people, used to dealing with the sore problems of humanity by effective but sympathetic means. Having traveled widely, and being in touch with the practical questions which the war has aroused to such a remarkable degree, the members of the staff generally are able to approach a matter from no preconceived position

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and with no taint of that professionalism which sometimes characterizes eleemosynary movements.

The Mayor's Committee is the servant of the people of Greater New York, and its services are freely commanded by those who are perplexed or discouraged from the world's rough hand. This spirit of practical aid which is shown by the Mayor's Committee has been followed in many distant quarters with great advantage in coping with war problems. The quiet influence which is thus shown has had a most salutary effect in encouraging the worthy and warning the unworthy.

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BUREAU OF INVESTIGATION AND INTELLIGENCE

THIS Bureau was organized for the purpose of undertaking such confidential investigations as might be demanded by war conditions, and also to facilitate the work of the various sub-committees of the general committee.

The Bureau has been conducted with a clerical staff and about fifteen hundred voluntary workers. In making its investigations, the Bureau has co-operated with

U. S. Attorney-General
U. S. Attorney for the District of New York
Army Investigating Bureau
Naval Investigating Bureau
Alien Property Custodian
U. S. War Defense Board
U. S. Shipping Board and other U. S. Agencies
League for Women's Service
Charity Organization Society
American Red Cross
Young Men's Christian Association
Knights of Columbus

and various other organizations engaged in war work. It has conducted investigations regarding the war activities of aliens and has been eminently successful in repressing their activities, not only as regards the dissemination of propaganda, but in preventing disorganizing influences in factories, prevention of sabotage, etc. It has made many investigations regarding alien ownership of industries, factory properties, and the like; it has investigated the alleged slackers, deserters and violators of the zoning laws; it has investigated all questions of profiteering, violation of the various government restrictive laws regarding food, fuel, building materials, and the like; it has made many investigations for the sub-committees regarding fire risks and

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insurance, shipping, river and harbor questions, labor, building construction, feeding and housing the poor, canteen activities, and all other work having to do with the granting of aid and assistance to the army and navy forces; it has made many investigations regarding questions involving the drafts and the improper use of uniforms; it has also conducted extensive investigations as to associations, corporations and individuals collecting money for alleged charitable and war purposes, reconstruction, and in fact all war work.

GUARDING AGAINST DISCRIMINATION

THE investigation work has had a very extensive scope; so much so, that it is difficult to give in detail the direction which the work has taken and explain all its ramifications.

The work of the investigators of the Bureau has been of the highest character and has resulted in obtaining most important information, and the Bureau is glad to state that notwithstanding the delicacy of many of its investigations, no complaint has ever been made by any one charging unfairness or discrimination.

The Bureau particularly prides itself upon the results which have been obtained and the way they have been obtained. The work involves very great difficulty, as it was necessary, before undertaking any work, to make a very careful examination of all its workers, in order to eliminate the attempts of various disloyal persons (aliens and others) to obtain information and connection with the Bureau to forward private ends.

The Bureau, in the future, will not only continue its efforts along the lines above indicated, but expects, during the readjustment period, to investigate all questions involving reconstruction, commercial and personal. New fields for its endeavors are constantly presented, which it expects to cover.

The Bureau takes pleasure in stating that it has received cordial co-operation from all the various governmental, state and city bureaus and departments, including the Police Department, with which it has been associated.

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PUBLICITY BUREAU

THE conception of the Mayor's Committee in establishing this Bureau was that a means might be found by which the Federal authorities at Washington could communicate requests made of the Mayor's Committee from that and other sources, so that these might be made known promptly to the millions of people of New York City and State. It has been the endeavor to use this Bureau as a means for so translating the Federal requirements that the general program could be brought more intimately to the multitude.

This Bureau has been maintained in the first place for the purpose of bringing home to the people the important activities of the various sub-committees and administrative bureaus under the direction of the Executive Committee. This practically amounted to a daily report to the people of New York City of the work that was constantly being done on behalf of the defense program of the Government and of the City, for which purpose the Mayor's Committee primarily organized the Publicity Bureau.

In the second place, it has served as a medium of expression virtually for the thousands of requests and desires of the various governmental branches, and also organizations of all kinds and sizes which desired the Committee's assistance to gain the desired requests in the quickest possible time. Thus, this section, as other sections of the Mayor's Committee, acted in effect as a real Government bureau, and it served practically every leading patriotic organization as well as numerous smaller ones seeking the aid of the Mayor's Committee as the recognized New York City unit of the several Government departments at Washington.

This aid was rendered promptly and willingly in every case.

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THE *LUSITANIA* INDEPENDENCE DAY FLOAT

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The service was given with special satisfaction when the applicant for assistance happened to be a worthy organization with but few resources, and also perhaps lacking the official status necessary for it to obtain the requisite recognition.

TO PREVENT OVERLAPPING

THE Mayor's Committee has in other directions effectively served to prevent overlapping, and has acted as a great clearing house for a host of activities which crowded every department during the course of the war.

Scrupulous care was taken that no publicity should be issued from the Mayor's Committee to the newspapers unless the Committee was well assured of the status of the individual applicant or organization, and particular attention was given that in no case should any advantage be taken of any newspaper which was granting the hospitality of its columns to the Committee.

An example of the speed with which it is necessary to work was shown in the sudden call made by the Mayor's Committee to the more than 100,000 participants in the Independence Day Pageant-Parade of 1918. The newspapers were the only possible medium through which to reach the many racial groups taking part in the effort of the Mayor's Committee to weld into a marching force a vast, unmobilized body of people with little or no military training.

To notify these widely scattered groups of the rules laid down by the Committee, the place and time of assembly of their units, etc., an appeal through the newspapers of all languages was the only possible recourse. As related elsewhere in this volume, the result was all that could be desired.

Other notable examples of the effectiveness of a wisely operated Publicity Bureau, having the confidence of the newspapers, were shown in the generous space given in connection with the efforts of the Mayor's Committee in the various drives for filling up the quotas of enlistment; the prompt despatch of the 27th Division for Spartanburg, and the New York visit of

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the 77th Division from Yaphank on Washington's Birthday, 1918. Through the columns of the New York newspapers the needs of the Army and Navy are sent broadcast in various languages, and the long lines of recruits at the Committee's headquarters in the Hall of Records testify to the effective speed of this method of communication.

THOUSANDS OF RESPONSES

THE value of the Publicity Bureau was again demonstrated in a call made for volunteer workers for the important Intelligence Bureau of the Mayor's Committee, and also by another notice circulated by the Publicity Bureau for women helpers in a Government department. This brought between five and six thousand applicants to the offices of the Mayor's Committee. At all times this Bureau ably assists all arms of the Federal service requiring help.

The efforts of the Committee's Employment Bureau were successfully presented by the Publicity Bureau, as was the work of the Bureau in helping to enforce the "Fight or Work" order. The activities of the sub-committees under the direction of the Mayor's Committee have been popularized in many instances by the work of this Bureau. For example, the report of the Sub-Committee on Risks and Insurance, which might ordinarily be considered as dry reading, was carried in a large number of newspapers, while editorial comment was made in several papers on the value of such a committee in time of war.

This Department of the Mayor's Committee has grown to be a veritable funnel for the dissemination of information and appeals of every kind. This service was rendered by every member of the extensive personnel of the Mayor's Committee for the alleviation of suffering and the increasing of human comfort and welfare in every case brought to its attention.

UPHOLDING JOURNALISTIC TRADITIONS

ACKNOWLEDGMENT is hereby made of the generous and courteous treatment which was accorded to the manifold demands of

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MAYOR'S COMMITTEE TO CONTROL BUILDING
Will Issue Permits Only for Essential Work in War Program.
WOMEN ASKED TO VOLUNTEER FOR SECRET SERVICE
Directors of Mayor's National Defense Committee Calls for Intelligence Workers.
SEA TRIPS FOR CONVALESCENT SOLDIERS
Mayor's Committee Arranges to Entertain Them on the Yacht Surf.
TO PROTECT FIRE DEP'T
Members of Mayor's Defense Committee Meet Auxiliary of War Industries Board
TO AID MANUFACTURERS
Mayor's Committee Will Be Clearing House for Enterprises Affected by War.
Mayor's Committee to Appeal for Three Day Limit on Returns
CITY TO LEARN NATIONAL ANTHEM
Mayors' Committee on National Defense to Conduct Patriotic Educational Campaign.
Mayor's Committee Awards Permits
BLOCK MEETINGS TO HONOR SOLDIERS
Mayor's Committee on National Defense Arranges Celebrations on East Side.
15,000 LIMITED SERVICE MEN NEEDED
Mayor's National Defense Committee Offers Opportunities for Army Classification
CALL ISSUED FOR 500 WOMEN
Mayor's Committee Has Positions for All Out
PRINCE AXEL OF DENMARK TO BE HONORED
Egan, Usher and Hylan Will Welcome Royal Visitor at Mayor's Committee Lunch.
CHRISTMAS BOX ORDER DOES NOT APPLY TO NAVY
Mayor's Defence Committee Makes Public Regulations That Must Be Observed.
CAMOUFLEURS NEEDED AT FRONT
Mayor's Committee Appe Artists and Sculptors Early Service.

SPECIMEN HEADINGS FROM AMONG THE THOUSANDS OF NEWSPAPER ARTICLES PUBLISHED ON THE WORK OF THE MAYOR'S COMMITTEE

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the Mayor's Committee on the part of the press, which was already greatly overburdened with war news. The metropolitan press, as well as many publications much further afield, granted space day after day to the announcements of the Committee without direct or indirect advantage other than the universal desire, so admirably expressed, to serve the country in its time of need by every means possible. When the record of these activities is written, a great amount of credit will be awarded to the press by the Mayor's Committee, as by the nation at large, for the faithful fulfilment of the best traditions of journalism in dealing with the demands made day after day and night after night upon the managing editors.

Herewith are reproduced in facsimile a few specimen extracts from among the thousands of press articles which have appeared on the work of the Mayor's Committee. In some instances full pages have been given in the metropolitan press, despite the great pressure upon space through the news demands incidental to the war.

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RECRUITING BUREAU

AFFIXED upon the front of the Hall of Records, facing City Hall Park, is a large sign reading:

THE MAYOR'S COMMITTEE ON NATIONAL DEFENSE
ARMY—NAVY—MARINE
RECRUITING STATION

The Mayor's Committee was, for a considerable time, the only place in America where, as indicated by the above legend, an applicant could enlist for any of the major branches of war service. The example thus set has since been adopted in other cities, to the great economy and increasing usefulness of the general Federal service.

Previous to this unification of war activities, there were numerous recruiting bureaus throughout Greater New York, operating for distinct and varied purposes. The patient—or impatient—applicant was compelled to travel long distances and expend time, money and energy to obtain the information which he now receives at the Hall of Records as the result of a single visit. One young college man reported that he had gone to nineteen different recruiting offices, and had practically given up in despair of ever joining the armed service of his country by reason of a physical disability. Coming to this Bureau, his case was quickly adjusted, and he entered upon his desired work at once.

Within this building there are the recruiting departments of the Third Naval District and of the Military Department of the East, operating from Governor's Island. Liaison officers are assigned to the Mayor's Committee, both by the Army and Navy Departments, and hundreds of applicants have been dealt with daily, on the average.

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AN ACTIVE PROPAGANDA

THE activities of the Recruiting Bureau are not confined to the extensive offices given over exclusively for this purpose. An active propaganda is carried on with the general public to reinforce the efforts of local recruiting offices, which oftentimes are handicapped in the matter of placing posters, securing transportation, providing music for parades, arranging patriotic speaking rallies, street meetings, publicity, etc.

The Mayor's Committee has carried through successfully many important meetings at Madison Square Garden, the Metropolitan Opera House, Cooper Union, Carnegie Hall and the various armories. Multitudes of street meetings have also been arranged for, at which music and speakers were provided by the Committee, as well as motor transportation for those taking part. Thousands of effective posters have been issued by this Department, and placed throughout the Greater City. Cooperation has been had from members of the Mayor's Committee on Arts and Decoration and other organizations to make these posters attractive and effective. More than a hundred thousand leaflets, giving varied and detailed information regarding all branches of the service, number of men handled, etc., have been distributed.

Through the Transportation Bureau thousands of dollars' worth of free automobile, truck and bus service has been secured by the Mayor's Committee, not only to help on special recruiting drives for the different branches of the service, but also to transport the recruits when they were leaving for camp or ship.

THE "PIVOT" MAN

A YOUNG applicant that comes to the office to-day first signs a card giving the necessary information concerning himself and stating what branch of the service he desires to enter. He is then passed on to what might be called a "pivot" man, who is in a position to give facts covering the needs of recruiting in all

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branches of the service. After interviewing the applicant, he is then sent by the pivot man to the regular representative of one of the armed branches of the service. It is safe to state that since this plan was perfected and put into action, the cases have been very rare where a man has not obtained the fullest information and been properly advised as to the exact branch that he not only is fitted for, but the one that he has the best chance of joining. The following form represents the information an applicant is asked to give:

Referred to_____

MAYOR'S COMMITTEE ON NATIONAL DEFENSE
RECRUITING COMMITTEE
HALL OF RECORDS, CHAMBERS ST., NEW YORK

_____ 1918

I intend joining the United States Forces. Please consider my qualifications.

My age is.....yrs.....mos. My experience has been as follows:

LINE OF BUSINESS	YEARS	NAME AND ADDRESS OF EMPLOYER
.....	.....	.....
.....	.....	.....
.....	.....	.....

ORDER No._____ } IN DRAFT
CLASS No._____ }
CITIZENSHIP_____

NAME.....
ADDRESS.....
CITY.....

SPECIAL DRAFT QUOTAS

THE pivot man is in possession of essentials generally and is in direct communication daily with the various recruiting offices and with the authorities at Washington, the Marines, the Merchant Marine, the Army, State Guard, Quartermaster Corps, the British and other Missions. The Adjutant-General's office occasionally details a special representative to this office to secure special quotas of men in the draft who are classified as limited military service men. The records show that since February 1, 1918, when the new plan went into effect, more than 85,000 men have applied at this office to join the forces of the Government, and it is safe to say that

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not more than a thousand have failed to enter the service. The mail that is received daily comes from every State in the Union. The bulk of the letters are, or course, from New York City, but letters asking assistance have come from many parts of the United States, Alaska, Canada, Bermuda and Cuba. The Bureau not only gives information about recruiting, but concerning passports, naturalization papers, the relation of our Government to other Governments so far as the draft is concerned, etc. It is in close touch also with the Adjutant-General's office, which has rooms adjoining the recruiting office, as well as with the branch of the Red Cross service that deals especially with soldiers' allotments.

"WORK OR FIGHT" ORDERS

It is also adjoined on the opposite side by a branch of the Federal Reserve Employment Bureau, and has direct relations with that bureau; also with the Adjutant-General's office in charge of the draft in regard to the "Work or Fight" order recently issued by the Provost-Marshal-General, and the State Anti-loafing Law. The poster work, distribution of pamphlets, and the other matters previously mentioned are still going on. All kinds of questions concerning the war naturally arise in this office. The members of the Draft Boards when in doubt about a given matter freely consult this Bureau. An example of a special drive for recruiting is given by the following circular:

The Quartermaster Corps of the Army is in need of the following class of men:

Stenographers	Horseshoers
Typists	Butchers
Ex-Firemen	Laundry-men
Chauffeurs	Refrigerator plant men
Auto Mechanics	

If you have had experience in one of these lines and are ready to go into active service within two weeks, apply to Room 615, Hall of Records, New York City.

Men in Class 2, 3, 4, 5, and Class 1-A limited, or special service, if qualified, are acceptable.

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This Bureau of the Mayor's Committee then places the proper publicity and from five hundred to eight hundred applicants will appear the next morning. A call may suddenly come from the U. S. Adjutant-General's office for men with certain qualifications for staff work. When the representative of that office appears, he will be greeted by from three hundred to one thousand men; and he always is satisfied because he has secured the full quota of men that the Adjutant-General's office desires.

One of the psychological matters of interest in this Bureau comes about whenever the Allies have been in action and attained some striking success, or otherwise, on the battle-field. Recruiting immediately is stimulated to a greater extent. For instance, when the Germans started their great drives, beginning March 21st, recruiting immediately took on great activity.

The New York Police Department has assigned to the Mayor's Committee a special police detail to assist in the proper handling of the large numbers of applicants who answer special calls for service as issued from time to time.

CORRECTING MISCONCEPTIONS

THE Merchant Marine recently sent a representative to this Bureau and within four weeks' time he had secured so many men for that service that they had to limit him to definite numbers per day. All kinds of illusions must be overcome. For example, there seemed to be a general opinion that men wanted for the Merchant Marine were of the rougher class, or those who had little education, or were useless for skilled industrial work. This misconception was corrected. It can readily be understood that a bureau of this kind has the most difficult proposition to face of any recruiting office in the country. For instance, men come in lacking the physical qualifications for any branch of the service—a man with a wooden leg, with poor eyesight, or with one eye gone; honorably discharged soldiers, who wish to get back into the service; men who are slackers; men who have recently returned from some foreign trip and

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know nothing about the draft laws or about the particulars for service, or which service to enter; foreigners with their first papers; etc.

NEED FOR SIMILAR BUREAUS

THE U. S. Adjutant-General's office has made the statement that this is the only bureau of its kind in America, and has expressed the opinion that it might be advisable to establish similar bureaus in all the large cities of the country. The Secretary of the Navy highly commended the work of the Bureau. There has been no real recruiting drive in the City of New York that did not have back of it the help and, in many cases, the initiative of this Bureau for its success. It can also be safely stated that there is not a head of recruiting in the City who has not commended the work that has been done by this Bureau.

There are hundreds of different kinds of service that a person properly qualified can join. The Army, the Navy and the Marines are the three great branches, but these have numerous branches both for line and staff work. The sudden calls for certain quotas, with the continuous calls for recruiting in the major services, amply justify the sustenance of such an up-to-date bureau of information. Even the Federal Government receives some guidance, as it does not know just what needs it will have until suddenly a new call is made and the recruiting officers are required to fill them through this Bureau.

Following is a partial list of the special branches of the major services which have been served by this Department of the Mayor's Committee:

Armored cars
Artillery, coast
" field
" heavy
" light
Auto-mechanics
Aviation
Bakers
Bandsmen
Blacksmiths
Boys, deck
" mess
Carpenters
Cavalry
Chauffeurs
Clerks
Coal passers
Cobblers

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Cooks, chief
" 2d
" 3d
Electricians
Embarkation guard and fire companies
Engineer corps
Firemen
Gas and flame service
Gas engine experts
Horse-shearers
Infantry
Laundrymen
Machinists
Medical department
Merchant marine
Messmen, engineers'
" sailors' and firemen's
Oilers
Ordnance corps
Quartermaster's corps
Radio operators
Remount depots
Repair shops
Salesmen for small stores
Seamen, able
Sewing machine operators
Signal corps
Stenographers
Supply companies
Tanks
Telephone linemen
Typists
Veterinary corps
Water tenders
Welders and coppersmiths

The foregoing list represents but a portion of the numerous classifications for which men have been supplied from the Recruiting Bureau as one of the busiest divisions of the Mayor's Committee.

Added activities were inaugurated with the Naval Department by the installation of very large offices for the Third Naval District. Closer co-operation with the requirements of the Navy were thus had by the Mayor's Committee at the Hall of Records; and approximately 100,000 men were thus put into this and the related branches of the service at a time when they were most badly needed.

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RED CROSS AND CIVIC AID BUREAU

THIS Bureau of the Mayor's Committee was established early in the war in order to render efficient relief to the families and friends of all persons in the service of their country, and in order to expedite the securing of such relief by arrangement with the American Red Cross. A special bureau was installed at the Hall of Records, in charge of experienced Red Cross workers, to make effective this form of benefit in connection with the work of the Mayor's Committee on National Defense.

The attempt was made to respond to the thousands of requests which were coming in for relief and various forms of help; for the securing of information for the men in service to meet their every need; for the more intimate means of relationship and communication between those at the front and their home people; and, in fact, to meet every requirement which arose through the gigantic necessities of war. In the performance of its duties, this Bureau has been singularly successful, and, as was perhaps natural, the Home Service Section soon proved to be the chief responsibility of this Department.

The Home Service program, as initiated and carried through, represents that phase of the work which is concerned with the welfare of the families of men enlisted in the service of the country and also of families resident in this country of men enlisted in the service of our Allies. The scope of this work was of the widest nature and extended to families of men in all branches of the service, and also to the families of those who have been wounded or killed as a direct result of war activities.

Its object is to sustain in the most effective way the morale of the men in the service by helping to maintain through friendly counsel and neighborly assistance the welfare of their

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families at home. Thus a man is assured that his dependents enjoy good health and are kept, so far as is possible, in good spirits and are enjoying their normal standards of life. The aim ultimately is to help those who are befriended by this form of home service to be both self-reliant and self-dependent. The service rendered is essentially not one of relief in the sense of money payments or allowances of food and clothing, although financial help is always ready when really required. It is rather the duty and privilege of this section of the Mayor's Committee work to represent the intensive interest and desire of the people of the United States to do for the families of soldiers and sailors all those individualized friendly services which the Government necessarily cannot attempt to do. A notable feature in this program is the after-care of crippled soldiers and sailors returning to this country. This feature includes advice to those who have suffered from injury or disease, so that Government compensation similar to workmen's compensation will be available.

BY EARNING CAPACITY

THIS compensation is simply another form of the pensions which were paid the injured Civil War veterans and their families. Total disability resulting from military or naval service pays from $30 to $100 per month from the Government, according to the size of a man's family and the nature of his disability. In case of partial disability, this payment will be made in proportion to the individual loss in earning capacity.

The Mayor's Committee advises a claimant how to fill out the necessary forms, thus saving the hiring of an attorney or claim agent, in line with the express statement of the law that "no claim agent or attorney shall be recognized in the presentation of claims" for compensation.

This friendly service also applies to arrears of pay. If one has good reason to believe that he has been underpaid, consultation is invited with this section. Advice is given as

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to how to apply to the Government for further moneys, and this service is rendered in such a form that it is unnecessary to retain a claim agent or attorney to file the claim.

Free legal advice is also a service which is rendered and which is appreciated by any applicant who cannot afford to pay for it. A committee of some of the leading attorneys of New York City is available for this form of advice for the benefit of the claimant and his family. Some cases have arisen where a court has rendered judgment against a man serving with the colors; and if such adjustment has gone by default either while a man is in the army or within thirty days after his discharge, an Act provides that he may still have his chance in court. This Bureau assists such applicants, and in a number of cases it has been possible to reopen the case and give the applicant an opportunity of defending the action.

Payments on a mortgage on property may have become overdue, but the Bureau is able to advise in line with the Act provided, whereby such a sale would be void, unless by special order of the court, until ninety days after an applicant has been discharged. This proviso applies only to mortgages executed before a given date, and is effective concerning property which was owned before the applicant went into the service.

HUMAN ALLEVIATION

THE same form of advice may also be had without charge in the case of overdue taxes or payments on a private insurance policy.

In brief, every returned service man will find a fully equipped information bureau ready at his command in this section of the useful activities of the Mayor's Committee. His rights will be carefully explained under the existing regulations for the benefit of the enlisted man and his relatives. He and his family may want to know how to keep his Government insurance from lapsing; how to file claim of compensation for injury in the service; of the plans the Government is providing to return discharged service men to industry; how to apply for arrears

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of pay; how long the Government allowance to the family of a service man should continue, etc., etc.

It is not necessary for such a claimant in Greater New York or elsewhere, who is in touch with this section of the Mayor's Committee, to write to Washington to learn these things. They can all be answered accurately and promptly at the Hall of Records.

There is hardly a department of the great home activities of the Red Cross which is not touched at one point or another by the operations of the Mayor's Committee; and those working at the Committee headquarters are busied steadily with the many demands made upon them for human alleviation of one sort or another.

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SPEAKERS' BUREAU

FIFTEEN HUNDRED WORKERS

"LET us go down, and there confound their language" might apply to New York almost as much as it did to Babel in the days of Genesis. Nearly a hundred tongues and dialects are spoken within the confines of Greater New York, and the work of the Speakers' Bureau must be polyglot to correspond.

Fifteen hundred speakers serve this department of the Mayor's Committee and represent all political, religious and national groups. However much printing matter may roll from the presses, and however great its linguistic variety may be, the Federal program for winning the war must be spread to great sections of the population by word of mouth. By the spoken word alone, from their own recognized leaders, will much of the great foreign-born population receive instruction as to the needs of the times.

The remarkable results of such propaganda are shown in the three Liberty Loans. On the East Side, for instance, the subscriptions for the First Loan were practically negligible and were hardly reported; the subscriptions for the Second Liberty Loan amounted to $250,000; and for the Third Liberty Loan, $12,000,000. A considerable proportion of credit for this remarkable growth in the best kind of patriotic interest among the alien population is due not alone to the Speakers' Bureau of the Mayor's Committee, but to the other agencies which have carried through the oral educational propaganda with such effectiveness.

EXPLAINING THE DRAFT

THE need for a Speakers' Bureau was further accentuated on the occasion of the draft registration. The evening before registration day the Bureau sent out a small army of speakers

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numbering nearly four hundred, who spoke throughout the City in explanation of the significance of registration day.

Addresses are made in many languages, and the requirements demanded of the speakers, outside of platform ability, are that they should be one hundred per cent. American and able to deliver a real war message on loyalty, Americanization, recruiting or any of the vital subjects of the day. Speakers are coached to bring home to the people the facts in relation to the war and the welding of the civic life in every phase of its social and economic aspects. Official literature and other educational features are freely supplied by the Mayor's Committee's workers for this purpose.

The standing and reputation of all speakers are carefully investigated, and no one is assigned to address any meeting under the auspices of the Mayor's Committee who has not been vouched for to the Committee from some reputable and patriotic source.

USEFUL FORMS OF SERVICE

"SEND 'em away with a smile!" was the slogan of the Mayor's Committee in inaugurating the notable series of send-off meetings both for volunteers and for men in the Draft. These have been a stirring success, and scores of Local Draft Boards apply for the speakers of ability and sympathy who go from this Bureau with a word of cheer for the men who go to serve their country's cause. Bands of music, with buses and other means of transportation, send the men off in good spirits.

Hundreds of patriotic meetings have been served from the Mayor's Committee with speakers and music; and in many instances these have been completely staffed with speakers, music, transportation, etc., from the Hall of Records. Co-operation is had with the Naval and Military branches of the Government in all these matters, and one of the most useful forms of service on the Mayor's Committee emanates in this form from the Speakers' Bureau. Co-operation is had by this Bureau with virtually every other department of the many activities of the Mayor's Committee.

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The Bureau functions in two ways: co-operatively and independently. In other words, it arranges meetings on its own account, and likewise assigns speakers to meetings which have been arranged by other organizations. It is keeping constantly in touch with the programs and suggestions of the Council of National Defense, in which programs and suggestions speakers for the Committee are asked to co-operate. The Committee on Public Information at Washington supplies the Red, White and Blue series of information pamphlets as fast as printed. These are distributed to speakers for their value in connection with the talks made. The Committee on Public Information has also received from the Mayor's Committee a list of speakers to whom they have been requested to send the daily Official U. S. Bulletin, with the idea of keeping the speakers of this Bureau well informed upon present-day events.

ASSISTANCE FOR RECRUITING

THIS Bureau arranged for speakers during a period of several weeks for recruiting for the Merchant Marine and the U. S. Navy. The success of the first few meetings arranged for merchant marine recruiting was so unexpectedly large that the U. S. Shipping Board notified its local inspector of recruiting that they could not handle any more enlistments for the present.

Valuable assistance was rendered by this Department in recruiting to fill the ranks of the 27th Division, National Army. Co-operation has also been largely given in the "Tanks" recruiting and for the U. S. Naval Reserve. An interesting combination recruiting rally was held under the auspices of this Committee in June last, at City Hall Park, at which every branch of the U. S. Service was represented as well as the British and Canadian Recruiting Mission.

LOCAL DRAFT BOARDS

THE Speakers' Bureau of the Mayor's Committee invited the 189 Local Draft Boards to apply to it for speakers who would address the drafted men on the day of entrainment, and give

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them what was called, for want of a better name, a "Send-them-away-with-a-smile" talk. Over one hundred of the Local Boards responded to this invitation and between the hours of seven and nine on the mornings of April 27th, 28th, and 29th, speakers from this Bureau gave ten-minute talks at every Local Board requesting this service. These meetings were highly successful and numerous "repeat" requests have been received since that time. Acting on a suggestion contained in a Bulletin of the Council of National Defense, speakers are now instructed, when addressing drafted men, to embody in their talks further advice on the subject of Hygiene, the advantages of War Risk Insurance, and information on other subjects of vital interest to them.

LIBERTY LOAN

DURING the Third Liberty Loan campaign, this Bureau, as in the other earlier drives, furnished speakers for between three and five Liberty Loan meetings a day in addition to its regular and routine work. It is prepared to co-operate and assist to an even greater degree in the next drive.

RED CROSS

CLOSE co-operation was had with all the different Speakers' Bureaus of the Red Cross during its drive of last May. Upon the request of the Speakers' Bureau of the Atlantic Division of the Red Cross some of the Committee's speakers were assigned exclusively to Red Cross work during that time.

U. S. FOOD ADMINISTRATION

THE Speakers' Bureau of this organization has been assisted on a very great many occasions. A comprehensive list of Yiddish speakers has been supplied in propaganda work. Through the fine co-operation of the British and Canadian Recruiting Mission it has been possible to supply the Food Administration Speakers' Bureau, as well as many other organizations, with overseas service men for talks on all occasions.

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WAR SAVINGS COMMITTEE

THE Speakers' Bureau of the above Committee and the Mayor's Committee Speakers' Bureau have co-operated to a very large extent. Speakers for a large number of meetings were supplied during their recent campaign, and previously, which were purely of a War Savings Stamp nature. The Mayor's Committee has been instrumental in securing for this Bureau one of their "feature" speakers, and in all other ways possible have co-operated with them.

"SERVICE FLAG" MEETINGS

CO-OPERATION regarding the supply of speakers is in operation with the National Security League, American Defense Society, K. of C., Labor Temple, Y. M. C. A., Y. W. C. A., Y. M. H. A., Stage Women's War Relief, and innumerable settlement houses, churches and schools. Speakers have been supplied for the Educational Alliance Weekly Forum held throughout the winter and spring months; and speakers are sent for the East Side patriotic meetings and park meetings held in the Bronx by the Alliance.

An interesting service that this Bureau has been called upon to do is the assignment of speakers to "Service Flag" meetings throughout all neighborhoods of Greater New York. The occasion of the unfurling of a "Service Flag," although purely local to the block or neighborhood in which it is raised, is one, it seems to the Mayor's Committee, to be of more than local interest and importance. Notably good results have come from the efforts made in supplying speakers for these affairs.

INDUSTRIAL WORK

SOME of the Bureau's speakers have given a splendid service among the workers in the ship-yards, safeguarding wherever possible by their patriotic appeals against the ever-present danger of strikes.

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Letters have recently been received from the American Committee on Armenian and Syrian Relief and the Italian War Relief Fund of America asking for the co-operation of the Speakers' Bureau of the Mayor's Committee in bringing before the audiences whom its speakers address the pressing needs of these foreign countries and the part Italy is playing in the great war.

While outside of the strict scope of its activities, this Bureau has frequently been called upon and has been able to supply professional talent, music and entertainment for various patriotic meetings.

These meetings have been held in every part of Greater New York, in various sections of the State, and in many parts of Long Island, Connecticut and New Jersey. They have been held indoors and out, on the street corners and in auditoriums, in work-shops and theatres, from the tops of Fifth Avenue buses and in banquet-halls. Talks have been made in English, French, Italian, Russian, Polish, Yiddish, and other tongues. The speakers have been drawn from all walks of life, each one, however, possessing certain qualifications which make him fitted for certain types of audience.

A GREATER USEFULNESS

A SURVEY of the work accomplished by the Speakers' Bureau of the Mayor's Committee has led to plans for further usefulness in the following directions:

Aside from a continuance of the present propaganda and loyalty meetings, and all possible co-operation with existing organizations, an important service is being rendered during the period of the war by a corps of speakers, whose names and reputations have considerable influence among employees in the various war industries. To these speakers is assigned the task of helping to keep the workers free from the taint of German propaganda and imbued with a patriotic endeavor to do their bit, and prevent strikes. This is made possible through arranging for noon-day meetings in the shops, plants and yards at certain

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definite times in the week or month, at which speakers with a sympathy for and knowledge of the psychology of their audience make short, inspiring talks.

SEND-OFF MEETINGS

As an extension of the present activities, large meetings of drafted men (the combined quotas of several Local Boards) are being arranged for several days before the time of entrainment, where speakers are sent from the Mayor's Committee to inform the men on many matters in which they are often entirely uninformed when leaving for camp.

This Bureau also is continuing the city-wide Americanization program by means of a well organized foreign-language group of speakers, who know their audiences and are able to explain in easily understood phrases the advantages of and requirements for American citizenship. The Draft Act has done more to make the foreign groups of New York City loyal Americans than any other one thing before the war; it now remains for that fluid loyalty to be turned into substantial American citizenship, and part of that task is the duty of the Speakers' Bureau and its volunteer workers.

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TRANSPORTATION BUREAU

$600,000 GIVEN IN TRANSPORTATION

THE Transportation Bureau started without the record of a single automobile, truck or bus, but rapidly laid the foundation for a list of automobile, truck, bus, van and taxicab owners that completely covered the vehicular service of the City. There now is available a list of ninety thousand owners of pleasure cars, five thousand owners of vans, over ten thousand trucks of all tonnage, and the vehicles of the sight-seeing and taxicab companies.

Cars are held at the command of the Army, Navy and other departments of the Federal Government for the quick action which is necessary in war times. Speed, it is recognized by the Mayor's Committee, is the essence of war work, and ordinarily it is only necessary for the Committee to receive a call for a remarkably prompt response to be made. The Transportation Bureau keeps in touch with the various motor corps which are doing so splendid a work, not alone for officials but in conveying convalescents from the military and naval hospitals, and in transporting the wounded by their ambulance organizations.

Calculating the work done on a modest rental value, the records of this Department show that from its inception it has secured free of charge over $600,000 worth of automobile service, and has served over ninety-two patriotic and war service organizations, as well as recruiting stations representative of every branch of the United States Service, besides numerous branches of many organizations. In all, over three hundred different units of this kind have been served. This Department has been given entire possession of about twenty automobiles, as well as having received about $3,000 in cash donations in lieu of automobile service. The Mayor's Committee wishes here to express its grateful appreciation to the owners of cars, and

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others who have so generously contributed to the success of this Bureau.

ESSENTIALS OF TRANSPORTATION

SOME of the cars that were secured were turned over to the Brooklyn Navy Yard, Camp Upton, British-Canadian Mission, Fourteenth State Guard Regiment, and similar services. Such recruiting stations demand a great deal of this Bureau. It seems to have been proved essential for the carrying out of any propaganda, program or campaign, such as the First, Second or Third Liberty Loan Campaign, Red Cross, National Food Committee, Recruiting and other major Federal campaigns, to have a well organized vehicular service, to all of which movements substantial co-operation has been given. For example, it would have been impossible for the Recruiting Committee of the Mayor's Committee to have posted 300,000 to 400,000 posters without the service of automobiles that were donated. It would have been just as impossible for many organizations to pay for the rental of the necessary cars.

There is a steady and growing demand for this kind of service. Every week or two, on the average, some new campaign or drive is planned which makes a special demand for co-operation from this Department. The Second Liberty Loan Campaign was immediately followed by the National Food Campaign for food conservation pledges. This was followed by a recruiting drive on the part of the Naval Recruiting Stations of the City for four hundred to five hundred firemen to be used on the transport service. The Transportation Bureau rose to all of the occasions.

Besides providing transportation for all the great war-time campaigns, this Department has also been called upon to provide hundreds of bands and music of various kinds, buglers, fifers, drummers and singers. Every parade, such as the National Guard Parade, National Army Parade, Liberty Loan Parades, Washington Day Parade and Independence Day Parade, has seen this Department in the thick of the work. For instance,

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thirty-one bands were provided for the National Army Parade, twenty-seven bands for the Second Liberty Loan Parade, more than a score for the Third Liberty Loan Parade, thirty-one bands for the National Army Parade, besides which many military and other units that participated were likewise served. Over 125 bands were secured for the great Independence Day Parade of 1918, largely through this Bureau.

EXPERT ADVICE GIVEN

THE advice of this Bureau has been sought in many conferences in which plans were laid for some campaign of patriotic and Federal activity. There was suggested by this Department to the Committee of the Second Liberty Loan the plan of placing wind-shield posters on all the motor cars of the city. When it was proposed to have a great British Recruiting Campaign, the question arose as how to provide subsistence for two battalions of Canadian "Kilties" who were to be the chief attraction for that week's work. The New York Hotel Men's Association was successfully approached to donate the food necessary, as well as securing cots, blankets, etc., for the use of the 71st Regiment armory as sleeping quarters. This latter alone was an item of over two thousand dollars. Cots were provided on another occasion on very short notice for the Adjutant-General's Office in connection with caring for drafted men who were quartered in the 71st Regiment armory.

Many important Government undertakings have been supported by the Department; for example, when the original survey for Base Hospital sites in and about New York was made by the Surgeon-General's Office of the War Department, this Bureau supplied the automobile service which covered a two weeks' period. When it was decided to provide entertainment through the Columbia War Hospital Entertainment Committee for the wounded soldiers in the hospitals, this Bureau provided the transportation to carry the entertainers to and fro. The War Gardens Committee was provided with a car three or four times each week.

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It came to the attention of this Bureau that the men in the service on leave were compelled to pay full rates for transportation on street cars, etc. In order to help them out, the Bureau inaugurated a campaign in March, 1918, among automobile owners of the Greater City and provided them with wind-shield signs reading:

MEN IN SERVICE
HAVE A LIFT AS FAR AS WE GO
1664
Mayor's Committee on National Defense
HALL OF RECORDS BUILDING - NEW YORK CITY

The public was greatly attracted to this simple means of doing something for the boys who have to do the fighting, and has called upon this Department for thousands of cards. In fact, it became so popular that numerous letters asking for cards and information have come in from many sections of the United States. A number of other organizations are now rendering a similar service of good will to men in uniform.

MANY SERVICES RENDERED

Buses were provided for sight-seeing purposes for the benefit of the crews of various foreign battle-cruisers; for men at Camp Mills from other States of the Union; for the British Ministry of Munitions, and for carrying sweaters and other goods to the camps and to the battle-ships leaving for foreign ports. Cars were provided for the inspectors to handle the transportation

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of the captured German U-Boat and the British Tank during the Second Liberty Loan campaign; provision was made for the moving, at 4:30 in the morning, of equipment, etc., of the Second Brigade Headquarters Troop on their way to a southern camp; sick children of enlisted soldiers were taken to the water-front hospitals and recreation centres; music was provided for the continuation of the Patriotic Musical Festival held in Central Park; help was given in making arrangements for temporary base hospitals by using four local armories; wounded men were taken to various camps; illuminated trucks were provided for night recruiting; cars for the paymasters of U. S. ships and the Brooklyn Navy Yard were provided to help in their work of purchasing supplies for their overseas trips; singers and speakers were transported to hundreds of patriotic meetings; trucks were provided for conveying moving picture apparatus for the Government War Film Service; help was given in securing rights for several parades through the Police Department; transportation was supplied in making arrangements for various large meetings of the British-Canadian and National Service Meetings at Madison Square Garden; trucks, cars, buses and bands were provided for the American Alliance for Labor and Democracy, as well as buses and bands to take the drafted men to the trains on their way to camp from many of the 189 exemption boards; a report was made on the possibilities of vehicular mobilization to the Eastern Headquarters, War Department, etc., etc.

Mention is made of several of these matters merely to give an idea of the wide range of activities of this Department. The following services have been rendered to organizations and committees with their numerous branches:

EVERY SERVICE SERVED

CARS were provided for the Draft Director for weeks at a time for the inspection of local boards; trucks and cars furnished for the Adjutant-General's office; the Surgeon-General's Office of the War Department was assisted in taking pictures; help

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was given to the Ordnance Department of the Army; War Camp Community Service; Committee of the Bar which gives free legal advice to men in the service; Salvation Army War Fund; all of the Red Cross campaigns; U. S. Marines and Knights of Columbus have been taken in buses and autos to the station on their way to training camp and on their way to the training ships in Boston Harbor; transport of troops to ports of embarkation; Y. M. C. A.; special driving for the Secretary of the Navy and other officials from Washington; attendance upon the Serbian and Japanese official missions; Police Patrol boats provided for Governor's Island for the inspection of piers, New York Harbor; cars provided for the inspection of Camp Mills during the winter of 1917–18; cars for the Board of Control of the War Department for the purpose of inspecting fire conditions in the factories where soldiers' uniforms are made; cars for officers of the Mineola Flying Field; cars supplied for the Navy; car for the Department of National Defense; for Columbia War Hospital; War Savings Stamps Campaign; buses for 27th Division (New York's Own); cars for the duration of the Liberty Loan Drive; car for the American Social Hygiene Department for the Surgeon-General of the Army; car for Governor Whitman for parade; for the 308th Infantry, Camp Upton; car for the Legal Advisory Board of Adjutant General's Office; for the Junior American Guard; etc.

For the Federal Recruiting Service the transportation embraced cars for Army Headquarters; Aviation Corps; Brooklyn Navy Yard; Brooklyn Army Recruiting; Junior Naval Reserve; Marine Corps; Military Training Camp; Navy Headquarters' Commander; Naval Reserves; Naval Reserve Coast Defense; Naval Militia; Quartermaster's Department; Governor's Island; Quartermaster's Enlisted Reserve Corps; etc.

SOCIETIES HELPED

In general the service embraced transportation for the New York State Military Census; Federal Registration Committee; first Liberty Loan Committee and sub-committees; Second

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Liberty Loan Committee and sub-committees; Red Cross (for five boroughs) and sub-committees; Auxiliary Civilian Relief Red Cross (all boroughs) and sub-committees; National Special Aid Society; British Recruiting Mission; Adjutant-General's Office (for 189 exemption boards); Veteran Corps of Artillery; Militia of Mercy; Kips Bay Neighborhood Association; Bronx House; Richmond Hill House; Young Women's Hebrew Association; Little Italy House; Headquarters Troop; War Department Commission on Training Camp Activities; National Service Club with branches; Patriotic Service League; Midday Minute-men Recruiting Committee; Stage Women's War Relief; Machine Gun Company, 71st Regiment; Army and Navy Field Kit Comfort Committee; National League for Women's Service; Second Brigade Headquarters Troop; Soldiers' and Sailors' Club; French Soldiers' and Sailors' Club; Boy Scouts of America; Junior American Naval and Marine Scouts; New York *Sun* Tobacco Fund parade under the auspices of the Washington Irving High School; Southern Commercial Congress Reception Committee; American Defense Society; U. S. Food Administration; Women's Auxiliary Naval Recruiting Committee; 23d Regiment Recruiting Campaign; Brooklyn Navy Yard (various divisions); Naval Reserve; Mayor's Food Committee; Parade of Recruiting Battalion and Service men; National Guard Parade Committee; National Army Parade Committee; Poster Committee; cars for speakers, singers, etc., for numerous patriotic meetings; U. S. S. "Granite State," Naval Reserve; British-Canadian Madison Square Rally; National Service Night at Madison Square Garden; Marine and Navy Recruiting Committee; National Guard; Musical Festival Committee, Central Park; Principals' Club; Officers' Reserve Corps; United Polish Societies, and many other incidental items of transport.

A novel system has been developed which facilitates the complicated work required, as otherwise it could not be carried on successfully in so many directions.

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VOLUNTEER SERVICE BUREAU

MOBILIZING EXPERT HELPERS

PRACTICALLY every important war activity is handicapped by the shortage of clerical help. Appeals for assistance continually reach the Mayor's Committee, and these appeals have resulted in the organization of a mobile force of typists, stenographers and other helpers who fulfil in an office much the same function as is so usefully performed by the Transportation Bureau outside; for the typewritten sheets and other interior organization machinery necessarily transport the message from an organization to its public.

This force was organized by the Mayor's Committee to meet the demands primarily of its own organization. Membership in the Stenographic Bureau requires that a volunteer shall pass a test of individual efficiency, and also that the abilities shown are proper to the co-ordination between departments and committees.

VOLUNTEER TYPISTS

THE Volunteer Typist Division consists of nearly 250 young women, each of whom generously pledges her service. In some cases this service has been given every night, as well as on Saturday afternoons, by these self-sacrificing workers. This generous co-operation was used with special advantage in connection with the arrangements for the Independence Day Pageant-Parade.

DEVOTED WAR WORKERS

MANY members of this division freely rendered their services in the day, and in some cases worked a full day or several full

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READY T

One of the score of special parties of wo
war-workers given outings by the

A GROUP OF WAR WORKERS

Included in this group at the country house of one of the members of
Y. W. C. A., Knights of Columbus, Salvation Army, Jewish W
American, Argentine and Brazilian naval officers

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EMBARK

ıded and convalescent soldiers, sailors and
ayor's Committee on the yacht *Surf*

NTERTAINED AT *JOURNEY'S END*

he Mayor's Committee are representatives of the Red Cross, Y. M. C. A.,
lfare Board, American Library Association, Woman's Motor Corps;
members of the Staff of The Mayor's Committee, etc.

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days. The spirit displayed by members of this division, as well as by other volunteer workers, was admirable, and manifested in many cases the possibilities for useful and valuable utilization of such service in connection with various organizations engaged in war work.

Frequent co-operation has been given to the various Liberty Loans and many other war organizations conducting special drives and other activities. A readily assembled force of stenographers and typists is available at almost any time for call for approved charitable or patriotic purposes, and this represents the only sizable organization of the kind in New York City.

The Mayor's Committee, seeing the need for such a mobile corps and its usefulness, has extended it beyond the confines of Gotham, as many of these patriotic men and women have been placed in useful service at the National Capital.

STATE CENSUS

VOLUNTEERS from the Mayor's Committee were supplied to the Military State Census Bureau in the tabulation of its records and in the preparation of its great card index system. From its list of 3,300,000 men and women the State of New York has repeatedly furnished to the Federal Government the names of persons desired as members of the Army, Navy and Marine Corps, or as civil employees for many fields. This latter phase of operation has proved to be an important factor towards the success of the Bureau of Volunteer Service operated by the Committee.

Hundreds of volunteer workers were required for carrying out the clerical and other details among the 189 Local Draft Boards of Greater New York. The demands made upon these boards were great in volume, and were usually of a nature requiring immediate action. A very important factor in meeting all these demands has been supplied by the Volunteer Workers' Bureau which was part of the Mayor's Committee. Aside from the Draft Board calls, this Bureau serves as a gen-

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eral clearing house for thousands of volunteer workers. Many patriotic organizations engaged in war work come to the Mayor's Committee for assistance in times of special pressure. These organizations include various large local committees, the Red Cross, and others of like calibre.

People willing to work as volunteers are carefully selected and placed where it is felt they are best fitted for their duties. Help is given, not only at home, but many of these volunteers have gone abroad to the actual fields of war. This organization has never been appealed to in vain for helpers whether at home or in foreign service.

So carefully does the Mayor's Committee aim to deal fairly with all concerned that the Committee is voluntarily sought by those who are willing and anxious to make their contribution by offering their services toward the winning of the war. The Mayor's Committee here wishes to render a tribute of gratitude to all those who so nobly have come forward at this time of special peril for the nation. Some of these earnest workers have already gone to their reward; and in some instances it is known that they so worked beyond their strength that they fell the more readily the victims of death.

It is hoped that some means may be found for memorializing the patriotism of those who are giving such significant aid and rendering so unselfish a devotion in the midst of difficulty and danger.

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MEMBERS OF THE GENERAL COMMITTEE

A

ABBE, DR. ROBERT, 13 West 50th Street
ABBOTT, LAWRENCE F., 381 Fourth Avenue
ABBOTT, W. H., 661 Cauldwell Avenue
ABERT, BENJAMIN, 40 East 83d Street
ADAMS, EDWARD D., 71 Broadway
ADAMS, HERBERT, 131 West 11th Street
ADAMS, JOHN QUINCY, City Hall
ADAMS, J. WARREN, 140 Wadsworth Avenue
ADAMSON, ROBERT, 511 Fifth Avenue
ADRIAN, CHARLES A., 2536 Broadway
ADRIAN, GEORGE M., 447 Second Avenue
AGAR, JOHN G., 31 Nassau Street
AHERN, CHARLES J., 401 Fifth Avenue
AHLSTROM, CARL, 33 West 42d Street
ALBEE, E. F., 1564 Broadway
ALEXANDER, DR. A., 59th Street and Eleventh Avenue
ALEXANDER, CHAS. B., 120 Broadway
ALFORD, THOMAS K., 461 Fourth Avenue
ALLEN, EDWARD W., 217 Broadway
ALLEN, ETHAN, 44 East 23d Street
ALLEN, DR. HERBERT C., 171 Lefferts Place, Brooklyn
AMBLER, DR. A. S., 13th Street, College Point, N. Y.
AMES, EDWIN A., 116 Elizabeth Street
AMES, LOUIS ANNIN, 99 Fulton Street
AMORY, COPLEY, 135 East 65th Street
AMOS, WILLIAM C., 250 West 103d Street
ANABLE, COURTLAND V., 61 Broadway
ANDERSON, ELLERY O., 25 Broad Street
ANDERSON, WILLIAM B., 74 Broadway

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ANDREWS, DR. JOHN B., 131 East 23d Street
ANGELL, CHARLES A., 52 Ninth Street, Brooklyn
APPLETON, FRANCIS R., JR., 60 Wall Street
APPLETON, R. Ross, 78 Franklin Street
APY, MARTIN B., Room 619, Pulitzer Building
ARCTANDER, ARTHUR, 994 Grant Avenue
ARNOLD, EDWARD A., 64 Wall Street
ARNOLD, FRANK A., 461 Eighth Avenue
ARNOLD, RICHARD H., 120 Westchester Square, Bronx
ARNSTEIN, MAX, 170 Broadway
ASPEGREN, JOHN, Produce Exchange
ATKINS, CHARLES D., Brooklyn Academy of Music
ATKINSON, FRED W., Polytechnic Institute, Brooklyn
ATKINSON, WILLIAM F., 44 Court Street, Brooklyn
ATTERBURY, REV. ANSON P., 145 West 86th Street
ATTERBURY, GROSVENOR, 20 West 43d Street
AUDITORE, JAMES, 14 Hamilton Avenue, Brooklyn
AXMAN, CLARENCE, 105 William Street
AYRES, STEVEN B., 503 Fifth Avenue

B

BABCOCK, E. C., 47 Cedar Street
BABCOCK, WOODWARD, 15 Wall Street
BAER, JULES H., 299 Broadway
BAINBRIDGE, ARTHUR C., 99 William Street
BAIRD, COL. ANDREW D., B'way and Driggs Ave., Brooklyn
BAIRD, WILLIAM T., 103 West 13th Street
BAKER, LIEUT.-COMM. G. B., 20 Broad Street
BAKER, GEORGE F., 2 Rector Street
BAKER, GEORGE F., JR., 2 Wall Street
BAKER, JOSEPH J., 34 Nassau Street
BALDWIN, LATHROP E., 141 Broadway
BALL, ALFRED J., 1130 Jamaica Avenue, Woodhaven, N. Y.
BALL, ANCELL H., 372 Fifth Avenue
BALL, WILBUR L., 74 Broadway
BALLARD, SUMNER, 80 Maiden Lane
BANGS, F. S., 44 Wall Street
BANNARD, OTTO T., 26 Broad Street
BARBER, DONN, 101 Park Avenue

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BARBOUR, W. WARREN, 96 Franklin Street
BARNES, CHARLES B., 230 Fifth Avenue
BARNICLE, JOHN J., 108 Front Street
BARONDESS, JOSEPH, 80 Maiden Lane
BARRATT, EDGAR G., 233 Broadway
BARRETT, ALFRED M., 165 Broadway
BARRETT, EDWARD F., 55 Wall Street
BARRETT, NICHOLAS J., 500 Broome Street
BARRETT, W. E., 43 Exchange Place
BARRY, CHARLES D., 17 State Street
BARSOTTI, CHARLES, 42 Elm Street
BARTLETT, PAUL W., 7 West 43d Street
BARTON, BRUCE, 381 Fourth Avenue
BASSETT, EDWARD M., 277 Broadway
BASSLER, DR. ANTHONY, 21 West 74th Street
BATTLE, GEORGE GORDON, 37 Wall Street
BAUCHLE, GEORGE YOUNG, 51 Chambers Street
BAUMAN, MAX, 640 West 44th Street
BAYLIES, EDMUND L., 54 Wall Street
BAYNE, HOWARD R., 140 Nassau Street
BEALS, JOHN D., 1 Madison Avenue
BEARD, DANIEL C., 87 Bowne Avenue, Flushing, L. I.
BEARDS, A., 1057 Eastern Parkway, Brooklyn
BECK, JAMES M., 32 Liberty Street
BECK, MARTIN, 1564 Broadway
BECKER, C. ADELBERT, 612 Allerton Avenue
BEDELL, DANIEL M., 51 Chambers Street
BEDFORD, A. C., 26 Broadway
BEECHER, WILLIAM C., 233 Broadway
BEEKMAN, CHAS. K., 52-54 William Street
BEHA, JAMES A., 233 Broadway
BEHNING, ALBERT, 217 West 125th Street
BEHRER, MARTIN, 81 Beekman Street
BELL, GORDON KNOX, 22 Exchange Place
BELL, JAMES D., 44 Court Street, Brooklyn
BELLAMY, FREDERICK P., 204 Montague Street, Brooklyn
BENEDICT, H. H., 5 East 75th Street
BENJAMIN, GEORGE HILLIARD, 66 Broadway
BENNETT, WALTER H., 128 Broadway

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BERGEN, W. C., 130 West 180th Street
BERNARD, VERY REV. O. S. B., 673 Tinton Avenue
BERNSTEIN, MAX, 35 Mt. Morris Park West
BEROLZHEIMER, EMIL, 703 East 13th Street
BEROLZHEIMER, PHILIP, 703 East 13th Street
BERRIAM, CHARLES A., 141 Broadway
BERTRON, S. READING, 40 Wall Street
BETHELL, UNION N., 195 Broadway
BEYER, HERMAN W., New York County Court House
BICKFORD, HERBERT J., 60 Wall Street
BIGHAM, HENRY J., 64 Wall Street
BILLINGS, CHARLES M., 513 Fifth Avenue
BINGER, ARNOLD, 53 West 23d Street
BISHOP, DR. ERNEST S., 151 West 85th Street
BISSELL, DR. JOSEPH B., 46 West 55th Street
BLACK, JOHN A., 100 Broadway
BLACK, LORING M., JR., 120 Broadway
BLACK, WILLIAM HARMON, 233 Broadway
BLAKE, MICHAEL, 214 Riverside Drive
BLANCHARD, ISAAC H., 418 West 25th Street
BLOCH, HENRY, 99 Nassau Street
BLOCH, PAUL, 250 Fifth Avenue
BLOODGOOD, ROBERT F., 58 West 57th Street
BLOOMER, HARVEY N., 271 West 125th Street
BLOOMER, MILLARD J., 220 West 42d Street
BLUM, EDWARD C., 428 Fulton Street, Brooklyn
BLUMENSOHN, DR. H. J., 518 West 143d Street
BLUMENTHAL, BENJAMIN, 35 Nassau Street
BLUMENTHAL, GEORGE, 19 Nassau Street
BLUMSTEIN, L. M., 236 West 125th Street
BODEN, P. B., Hotel Manhattan
BOETTGER, HENRY W., 493 East 143d Street
BOETZEL, ERIC L., 185 Madison Avenue
BOGART, CHARLES W., Third Avenue and 137th Street
BOLDEN, REV. RICHARD M., 105 West 130th Street
BOLDT, GEORGE C., Waldorf-Astoria
BOLTON, WILLIAM H., 177th Street and Bronx River
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BORGSTEDE, JOHN G., 3230 Third Avenue
BOUTON, ARCHIBALD L., University Heights
BOWERS, HENRY, 57 Montgomery Place, Brooklyn
BOWMAN, JOHN McE., The Biltmore
BOYESEN, HJALMAR H., 49 Wall Street
BOYLE, JUDGE EDWARD F., 25 Beekman Place
BOYLE, JAMES F., 375 Lafayette Street
BOYLE, JAMES P., 32 Union Square
BOYNTON, EDWARD B., 51 East 42d Street
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BRACKENRIDGE, J. C., 95 Liberty Street
BRADLEY, WM., 1 Madison Avenue
BRADSHAW, THOMAS F., 469 76th Street, Brooklyn
BRADY, HENRY, 200 West 23d Street
BRADY, JAMES C., 54 Wall Street
BRADY, JOHN J., 15 Whitehall Street
BRADY, NICHOLAS F., 54 Wall Street
BRADY, PETER J., Municipal Building
BRAID, JOHN W., 334 East 27th Street
BRAINARD, CLINTON T., Franklin Square
BRANDT, CHARLES, JR., 99 Nassau Street
BRANNAN, DR. JOHN WINTERS, 48 West 51st Street
BRANSON, GEORGE R., 95 William Street
BRAWNER, ALEXANDER H., 27 West 70th Street
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BREITUNG, EDWARD N., 11 Pine Street
BRENNAN, WILLIAM R., 103 Park Avenue
BRENNER, FREDERICK, 799 Flushing Avenue, Brooklyn
BRENT, HENRY KELLY, 80 Maiden Lane
BRESLER, DR. MAX, 278 East Broadway
BREUCHAUD, JULES, 290 Broadway
BREWSTER, ROBERT S., 51 Wall Street
BRIDGMAN, H. L., 294 Washington Street, Brooklyn
BRIDGMAN, BRIG.-GEN. OLIVER B., 54 West 40th Street
BRILL, MAX D., 44 East 14th Street

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BROUGH, JUDGE ALEXANDER, 234 West 103d Street
BROWN, ERNEST C., 52 Vanderbilt Avenue
BROWN, FRANKLIN Q., 33 Pine Street
BROWN, LOWELL H., 17 Battery Place
BROWN, RUFUS H., 350 Fulton Street, Brooklyn
BROWN, DR. SAMUEL A., 155 West 58th Street
BROWN, JUDGE THOMAS C., New Brighton, N. Y.
BROWN, WILLARD S., 1 Liberty Street
BROWN, WILLIAM H., 46 Cedar Street
BROWNING, JOHN SCOTT, 16 Cooper Square
BRUCKNER, HON. HENRY, Third and Tremont Avenues
BRUNNER, ARNOLD W., 101 Park Avenue
BRUNS, EDWIN G., 60 Broadway
BRYAN, BENJ. B., 115 Broadway
BUCKLE, JOHN, 872 Washington Street
BUCKLEY, GEORGE D., 381 Fourth Avenue
BUFFA, DR. VINCENZO, 28 Stanton Street
BULL, HENRY W., 111 Broadway
BURKE, JAMES I., 140 Broadway
BURKE, JOHN S., Fifth Avenue and 34th Street
BURLEIGH, COL. GEORGE WILLIAM, 52 Wall Street
BURN, HENRY, Madison Avenue and 33d Street
BURNS, M. F., 50 Church Street
BURNS, PATRICK J., 1438 Fulton Street, Brooklyn
BURNS, WALKER F., 56 Pine Street
BURR, HON. WILLIAM P., Municipal Building
BURRELL, F. A. M., 1409 Albemarle Road, Brooklyn
BURROUGHS, BRYSON, 50 East 86th Street
BUSH, IRVING T., 100 Broad Street
BUTLER, EDMOND J., 232 East 176th Street
BUTLER, ELLIS PARKER, 242 State Street, Flushing, L. I.
BUTLER, JAMES, 390 Washington Street
BUTLER, DR. NICHOLAS MURRAY, 116th Street and Broadway
BUTLER, WILLIAM ALLEN, 54 Wall Street
BUTTENWEISER, JOS. L., 220 Broadway

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CAESAR, HENRY A., 50 Union Square
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CALDWELL, HON. CHARLES POPE, 42 Broadway
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CANFIELD, GEORGE F., 49 Wall Street
CANNON, DR. H. W., 10 Wall Street
CANTASANO, VITO G., 185 South Street
CAREW, HON. JOHN F., 313 East 57th Street
CARL, JOHN H., 510 First Avenue
CARLEY, E. E., 220 West 42d Street
CARLTON, NEWCOMB, 195 Broadway
CARMODY, FRANK X., 61 Broadway
CARPENTER, CHARLES K., 15 William Street
CARTER, EDWARD M., 61 Broadway
CARTER, R. A., 130 East 15th Street
CASIN, JACOB, 79 Fifth Avenue
CASSIDY, EDWARD, 430 East 77th Street
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CAVANAGH, JOHN G., 30 East 42d Street
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CHANDLER, ROBERT W., 147 East 19th Street
CHANDLER, WALTER, JR., Hotel Martinique
CHESLEY, ARTHUR C., 277 Rider Avenue
CHETWOOD, DR. CHARLES H., 25 Park Avenue
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CHURCHILL, THOMAS W., 63 Wall Street
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CLARK, F. V., 231 West 39th Street

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CLARK, J. H., 295 Broadway
CLARK, JUSTICE LESTER W., 100 Clinton Ave., New Brighton, S. I.
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CLARKE, AUDLEY, 527 Smith Street, Brooklyn
CLEARY, JAMES C., 51 Chambers Street
CLELAND, HENRY, 2091 Anthony Avenue
CLEWS, HENRY, 15 Broad Street
CLIFTON, JOHN W., 112 West 47th Street
CLINTON, FRANCIS WRIGHT, 24 Desbrosses Street
CLONIN, JAMES E., Boulevard, Ft. of Camelias St., L. I. C.
CLOVER, REV. GEORGE F., Amsterdam Ave. and 113th St.
COBB, JUDGE W. BRUCE, City Magistrates' Court
COCHRAN, MAJOR GEORGE G., 246 80th Street, Brooklyn
CODY, FREDERICK, 149 Broadway
COE, FRANKLIN, 8 West 40th Street
COGSWELL, C. VAN RENSSELAER, 35 Wall Street
COGSWELL, GEORGE E., 100 Broadway
COHEN, MAURICE S., 31 Liberty Street
COHEN, NATHAN D., Hotel Ansonia
COHEN, WILLIAM N., 22 William Street
COHEN, WILLIAM W., 67 Exchange Place
COHN, EDWARD R., 35 Nassau Street
COLE, CHARLES P., Amboy Avenue, Prince Bay, Richmond
COLEMAN, JUDGE CHARLES W., 2565 Broadway
COLEMAN, JOHN B., 60 Wall Street
COLES, HARRY C., Custom House
COLLINS, DR. BARNETT C., 645 St. Mark's Ave., Brooklyn
COLLINS, JUDGE CORNELIUS F., 201 East 30th Street
COLLINS, FREDERICK L., 25 West 44th Street
COLYER, MAJOR JOS. H., JR., 851 St. Mark's Ave., B'klyn
COMSTOCK, L. K., 21 East 40th Street
CONANT, ERNEST L., 32 Liberty Street
CONN, FRANK W., 81 Willoughby Street, Brooklyn
CONNELLY, JOHN E., 27 William Street
CONNOLLY, HON. MAURICE E., Borough Hall, L. I. C.
CONRON, JOSEPH, 263 West 90th Street
CONTESSA, VITO, 311 East 119th Street
CONWAY, JUDGE JAMES J., 9 Jackson Avenue, L. I. C.

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COOK, GEORGE E., 95 Madison Avenue
COOK, JOHN W., 93 Lafayette Avenue, Brooklyn
COOKE, D. W., 50 Church Street
COOKE, GEORGE J., 261 Ninth Avenue
COOKE, ROBERT GRIER, 542 Fifth Avenue
COONEY, JOHN J., 66 Broad Street
COOPER, GEORGE L., New York Herald
CORTELYOU, GEORGE B., 130 East 15th Street
CORWINE, WILLIAM R., 13 Astor Place
COTILLO, SALVATORE A., 95 Liberty Street
COUDERT, FREDERIC R., 2 Rector Street
COUGHLIN, J. P., 116 Nassau Street
COWEN, SAMUEL, 1200 Intervale Avenue
COWL, CLARKSON, 8 West 14th Street
COWLES, R. A., 99 John Street
COWPERTHWAIT, J. HOWARD, 195 Park Row
COYLE, FRANK JAMES, 20 Exchange Place
CRAFTS, FRANCIS M., 1423 Albemarle Road, Brooklyn
CRAGEN, JUDGE JOHN M., Elmhurst, L. I.
CRAIG, HON. CHARLES L., Municipal Building
CRAM, J. SERGEANT, 505 Fifth Avenue
CRAMPTON, DR. HENRY E., Columbia University
CRANE, C. A., 51 Chambers Street
CRANE, IRVING, 850 East 161st Street
CRANFORD, FREDERICK L., 149 Remsen Street, Brooklyn
CRAVATH, PAUL D., 52 William Street
CRAWFORD, JOSEPH, 417 East 34th Street
CRIMMINS, THOMAS, 444 East 69th Street
CROAK, JOHN, 192 Broadway
CROCKER, FRANK L., 5 Nassau Street
CROMPTON, WM., 111 Broadway
CROMWELL, LINCOLN, 357 Fourth Avenue
CRONIN, RICHARD, 31–33 East 19th Street
CROWELL, MAJOR WILLIAM B., 1044 Fifth Avenue
CROWNINSHIELD, EDWARD A., Brook Haven, L. I.
CROWNINSHIELD, FRANK, 19 West 44th Street
CULLEN, JUDGE EDGAR M., 2 Wall Street
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CURTIS, WILLIAM EDMOND, 30 Broad Street
CUTTING, R. FULTON, 32 Nassau Street

D

DALTON, WILLIAM A., 617 Fifth Avenue
DALY, C. J., 150 Nassau Street
DALY, P. H. J., 170 Broadway
DAMON, COL. ALEX M., 120 West 14th Street
DANA, DR. CHARLES L., 53 West 53d Street
DANIELS, C. C., 20 Broad Street
DARBY, WALTER F., 2 East 23d Street
DARLEY, WILLIAM W., 115 Broadway
DARLINGTON, CHARLES F., 100 Broadway
DAVENPORT, WILLIAM B., 189 Montague Street, Brooklyn
DAVIDSON, W. J., Port Richmond, N. Y.
DAVIES, J. CLARENCE, 149th Street and Third Avenue
DAVIES, JULIEN T., 34 Nassau Street
DAVIS, GHERARDI, 15 William Street
DAVIS, HENRY K., 2804 Third Avenue
DAVIS, JOHN, 68 William Street
DAVIS, ROBERT H., 280 Broadway
DAVISON, HENRY P., 23 Wall Street
DAWKINS, MAJOR WILLIAM A., 1219 Hancock Street, B'klyn
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DAY, JOSEPH P., 31 Nassau Street
DAY, W. A., 120 Broadway
DAYTON, CHARLES W., 27 William Street
DEAN, MAJOR BASHFORD, Riverdale, N. Y.
DEARBORN, GEO. S., Brooklyn Bridge Arch 8
DEARDEN, DR. JOHN EDWIN, 125 East 91st Street
DE BEAR, HARRY J., 1808 Broadway
DE BRACKE, PIERRE R., 250 West 54th Street
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DEERING, E. J., 110 Nassau Street

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DELAFIELD, COL. JOHN ROSS, 27 Cedar Street
DELAFIELD, JOSEPH L., 35 Nassau Street
DELAFIELD, RICHARD, 40 West 46th Street
DELAHUNTY, THOMAS L., 26 Park Place
DELATOUR, DR. H. BEECKMAN, 73 Eighth Avenue, B'klyn
DELAVAN, DR. D. BRYSON, 40 East 41st Street
DELBON, FRANCIS CASPARD, 449 45th Street, Brooklyn
DEMMERLE, THEODORE, 45 West 25th Street
DEMOREST, WILLIAM CURTIS, 217 Broadway
DE MOTT, HARRY M., Court and Montague Streets, B'klyn
DEMUTH, LEOPOLD, 230 Fifth Avenue
DE NAVARRO, ALFONSO, 30 Broad Street
DENBIGH, JOHN H., 166th Street and Boston Road
DENCH, DR. EDWARD B., 15 East 53d Street
DEPEW, FRANK, 515 Canal Street
DESMOND, THOMAS C., 31 Nassau Street
DEUTSCH, BERNARD S., 261 Broadway
DEVOE, FREDERICK R., 1815 Webster Avenue
DE YOUNG, MAURICE, 193 Schaeffer Street, Brooklyn
DIERNIG, FRED R., Webster Avenue and 233d Street
DIKE, JUDGE NORMAN S., 194 Columbia Heights, B'klyn
DILLINGHAM, CHARLES B., Broadway and 46th Street
DINGWALL, ADAM, 63 West 36th Street
DITTENHOEFER, I. M., 32 Broadway
DIX, WILLIAM FREDERICK, 34 Nassau Street
DODGE, CLEVELAND H., 99 John Street
DOERR, WILLIAM, SR., 502 Pulitzer Building
DOHERTY, LEO V., 44 Court Street, Brooklyn
DOLEN, OWEN F., 2620 East Tremont Avenue
DOMMERICH, OTTO L., 254 Fourth Avenue
DONAHUE, P. A., 22 East 22d Street
DONAHUE, PHILIP F., 233 Broadway
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DOUGLAS, WILLIAM HARRIS, 44 Whitehall Street
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DOWNEY, JOHN P., 28 Nassau Street
DOWNS, THOMAS, 149 Broadway
DRAKE, NEWMAN E., 71 Clinton Avenue, Brooklyn
DREICER, MICHAEL, 560 Fifth Avenue
DRESSLER, GEORGE, Wallabout Market, Brooklyn
DROSTE, CHARLES F., 177 Duane Street
DRUCKER, EDWARD W., Times Building
DRUMMOND, WALTER J., 51 Chambers Street
DUCHARME, H., 825 East 15th Street, Brooklyn
DUFFIELD, REV. HOWARD, 12th Street and Fifth Avenue
DUGGAN, PATRICK F., 35 Martin Avenue, Glendale, L. I.
DUNCAN, STUART, 241 West Street
DUNN, GANO, 43 Exchange Place
DUNN, HARRIS A., 358 Fifth Avenue
DUNN, JAMES L., 2551 Hughes Street, Brooklyn
DUNN, ROBERT R., 165 Broadway
DUNNE, FINLEY PETER, 136 East 64th Street
DUNNIGAN, JOHN J., 1861 Holland Avenue
DUNPHY, EDWARD J., 2 Rector Street
DU PONT, COLEMAN, 120 Broadway
DUPORT, OCTAVE, 67 West 44th Street
DURANT, W. C., 1790 Broadway
DURKEE, CHARLES D., 2 South Street
DWIGHT, EDMUND, 56 Maiden Lane
DYER, BRIG.-GEN. GEORGE R., 66 Broadway
DYKMAN, WM. N., 177 Montague Street, Brooklyn

E

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EDMONDS, THOMAS C., 1826 Park Avenue
EDWARDS, CHAS. JEROME, 204 Montague Street, Brooklyn
EDWARDS, E. W., Pulitzer Building
EDWARDS, W. F., 1 Madison Avenue
EGAN, JOHN, 175 Degraw Street, Brooklyn
EGAN, JOSEPH L., 16 Dey Street
EGBERT, REV. GEORGE DREW, Flushing, N. Y.
EGLINTON, A. LINCOLN, 43 Exchange Place
EHRET, GEORGE, JR., 235 East 92d Street
EIDLITZ, OTTO M., 30 East 42d Street
EILERT, ERNEST F., 318 West 39th Street
EISEMAN, STEPHEN F., 60 Broadway
ELKUS, ABRAHAM I., 111 Broadway
ELLIS, ELWOOD C., 431-443 Hudson Street
ELLISON, BENNETT, 63 Maiden Lane
ELMS, JAMES C., 906 Broadway
ELSBERG, NATHANIEL A., 27 William Street
ELSON, EDWIN B., 220 Fifth Avenue
ELY, ROBERT ERSKINE, 17 West 44th Street
EMERY, J. H., 1107 Broadway
ENELOW, RABBI HYMAN G., 895 West End Avenue
ENGLISH, WILLIAM H., 120 Broadway
EPSTEAN, EDWARD, 141 East 25th Street
ERLANGER, ABRAHAM, 350 Broadway
ERLANGER, MICHAEL, 109 West 26th Street
ERNST, BERNARD M. L., 31 Liberty Street
ERNST, MORRIS L., 2 Rector Street
ERSTEIN, BENEDICT, 345 Fourth Avenue
ERSTEIN, MOISE L., 345 Fourth Avenue
ETTINGER, WILLIAM L., 500 Park Avenue
EUSTIS, JOHN E., 200 Broadway
EVANS, HARTMAN K., 111 Broadway
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FALLON, JOHN, 225 Fifth Avenue
FARGIS, JOSEPH H., 37 Liberty Street
FARLEY, THOMAS M., 321 East 65th Street
FARRELL, REV. W. B., 64 Middagh Street, Brooklyn
FARRELLY, STEPHEN, 9 Park Place
FAY, MICHAEL, 369 72d Street, Brooklyn
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FEE, FRANK J., 292 Avenue B
FEINER, BENJAMIN F., 100 Broadway
FELDMAN, DANIEL D., 19 Belmont Ave., New Brighton, S. I.
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FENNELL, GEORGE W., 2929 Third Avenue
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FETTEL, HENRY, 187 Linden Avenue, Brooklyn
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FINAMORE, ANTHONY J., 66 Adams Street, Brooklyn
FINDLEY, WILLIAM L., 2 East 45th Street
FINLAY, SAMUEL L., 202 Eighth Avenue, Brooklyn
FISHEL, MORTIMER, 32 Broadway
FISKE, HALEY, 1 Madison Avenue
FISKE, JOHN J., 40 West 32d Street
FITZGERALD, JOHN J., 111 Broadway
FITZPATRICK, F. F., 30 Church Street
FITZPATRICK, RICHARD, 454 West 19th Street
FITZSIMMONS, C. J. A., 21 Burling Slip
FITZSIMMONS, WM. F., 257 Broadway
FLAGG, ERNEST, 109 Broad Street
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FLATTO, I. T., 261 Broadway
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FOLEY, FRANK F., 66 Broadway
FOLEY, FRANK J., 200 Fifth Avenue
FOLEY, JAMES A., 66 Broadway
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FOLSOM, HENRY T., 314 Broadway
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FOREN, GEORGE W., Central Avenue, Far Rockaway
FORSHEW, COMMODORE ROBERT P., 2 Rector Street
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FOSTER, COL. R. L., 732 West End Avenue
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FOSTER, JUDGE WARREN W., 61 Broadway
FOSTER, WM. GEORGE, 261 Broadway
FOWLER, STANLEY C., 19 Cedar Street
FOWLER, THOMAS P., 217 West 125th Street
FOX, BENJAMIN, 72 Eighth Avenue
FOX, C. BRAINERD, 240 East 136th Street
FOX, CHARLES, 166 Front Street
FOX, LYTTLETON, 120 Broadway
FOX, ROBERT J., 31 Nassau Street
FOX, WILLIAM, 130 West 46th Street
FRANCOLINI, JOSEPH N., 64 Spring Street
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FROST, JOHN F., 397 Fulton Street, Brooklyn
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FRY, SAMUEL, 880 Broadway
FUGAZY, L. V., 153 Bleecker Street
FULLER, CHARLES H., 64 Wall Street
FULLER, HENRY J., 30 Church Street
FULLER, SEYMOUR K., 165 Broadway
FULTON, KERWIN H., 515 Seventh Avenue

G

GAILLARD, CAPT. WILLIAM E. G., 34 Pine Street
GAINSBURG, ISIDOR, 258 Broadway
GAIR, ROBERT, 50 Washington Avenue, Brooklyn
GALLAGHER, CORNELIUS, 61 Broadway
GALLATIN, ALBERT EUGENE, 125 East 69th Street
GALLATIN, FRANCIS D., 160 Broadway
GALVIN, HON. JOHN F., Municipal Building
GANLY, JAMES V., 1445 Doris Street
GANNON, THOMAS F., 6 St. Charles Place, Brooklyn
GANS, EUGENE P., 912 Seventh Avenue
GARRISON, HON. LINDLEY M., 24 Broad Street
GARY, ELBERT H., 71 Broadway
GASS, FRANK, 2215 Westchester Avenue
GATLING, RICHARD HENRY, 71 Broadway
GAY, CHARLES M., 1705 N Street, N.W., Washington, D. C.
GEORGE, JUDGE WILLIAM A., Town Hall, Jamaica
GERARD, JULIAN, 399 Park Avenue
GERLI, JOSEPH, 119 East 27th Street
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GILBERT, CASS, 244 Madison Avenue
GILLESPIE, GEORGE J., 20 Vesey Street
GILLESPIE, LAWRENCE L., 44 Wall Street
GILLIES, R. C., 101 Park Avenue
GILMAN, THEODORE, 55 William Street
GILMAN, THEODORE P., 237 Fulton Street
GILPIN, C. MONTEITH, 99 John Street
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GIMBEL, ISAAC, Broadway and 32d Street
GIMBEL, LOUIS, Broadway and 32d Street
GITTINS, GEORGE W., 12 West 45th Street
GLACKENS, W., 29 Washington Square
GOETZE, FREDERICK A., 63 Wall Street
GOLD, CORNELIUS B., 25 Broad Street
GOLD, P. D., JR., 149 Broadway
GOLDEN, JAMES J., 153 Lafayette Street
GOLDEN, RICHARD, 68 William Street
GOLDFOGLE, HENRY M., 271 Broadway
GOLDMAN, ALBERT, 362 East 149th Street
GOLDMAN, JULIAN, 311 Sixth Avenue
GOLDMAN, SAMUEL P., 120 Broadway
GOLDSBOROUGH, J. B., 290 Broadway
GOODALE, WILBUR C., 265 Seventh Avenue
GOODELL, REV. C. L., 425 West End Avenue
GOODHUE, CHARLES E., 157 East 34th Street
GOODWIN, FRANK J., 32 Chambers Street
GOUGH, WILLIAM T., 9 Maiden Lane
GOULD, EDWIN, 501 Fifth Avenue
GOULD, DR. EVERETT W., 6 West 121st Street
GOULD, GEORGE J., 501 Fifth Avenue
GRACE, JOSEPH P., Hanover Square
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GRELLA, E. M., 145 West 28th Street
GRIFFIN, DANIEL J., 46 Court Street, Brooklyn
GRISCOM, CLEMENT ACTON, 90 West Street
GROEN, H. A., 10 John Street
GROSSMAN, REV. RUDOLPH, 1347 Lexington Avenue
GROTE, GEORGE W., 430 East 102d Street
GUDE, O. J., 220 West 42d Street
GUÉRIN, JULES, 50 East 23d Street
GUERNSEY, N. T., 195 Broadway
GUGGENHEIMER, CHAS. S., 120 Broadway
GULICK, ARCHIBALD A., 120 Broadway
GUNN, J. N., 1790 Broadway
GUNNISON, HERBERT F., Eagle Building, Brooklyn
GWATHMEY, J. TEMPLE, 25 Broad Street

H

HAAN, R. M., Hotel St. Regis
HAAS, J. R., 400 Broome Street
HACKETT, FRANK S., Riverdale-on-Hudson
HADDEN, GEORGE, 189 Montague Street, Brooklyn
HAFSTROM, G. J., Castleton Park, Stapleton, S. I.
HAGGARD, SEWELL, 119 West 40th Street
HAHN, ALFRED, 1292 Madison Avenue
HALL, ERNEST, 62 William Street
HALL, HUGH, Borough Hall, Long Island City
HALL, WILLIAM, 241 East 71st Street
HALLIGAN, H. A., 195 Broadway
HALLOCK, A. H., 500 Park Avenue
HALLOCK, CHARLES P., 999 East 180th Street
HAMILTON, HENRY D., 258 Broadway
HAMILTON, W. J., 11 Grand Avenue, Corona
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HANDY, JOSEPH B., Stapleton, S. I.
HARAWITZ, ABRAHAM, 309 Broadway
HARDEN, JAMES, 66 Leonard Street
HARDIN, A. T., Grand Central Terminal
HARDING, EDWARD, 43 Exchange Place
HARDING, LEWIS, 336 East 137th Street
HARKNESS, WILLIAM H., 17 Battery Place
HARMAN, JOHN N., Atlantic and Fourth Aves., Brooklyn
HARRIS, JOHN F., 15 Wall Street
HARRIS, REV. MAURICE H., 254 West 103d Street
HARRISS, DR. JOHN A., 511 Fifth Avenue
HART, CHARLES F., 26 Bay Street, New Brighton, S. I.
HART, LOUIS M., 246 West End Avenue
HARTFIELD, WM., 15 Whitehall Street
HARTH, FRANK E., 37 Chambers Street
HARVEY, GEORGE, 171 Madison Avenue
HASSAM, CHILDE, 130 West 57th Street
HASSLOCHER, JOHN B., 217 East 92d Street
HASTINGS, THOMAS, 52 Vanderbilt Avenue
HAWES, JAMES ANDERSON, 30 West 44th Street
HAWKES, MCDOUGALL, 32 Nassau Street
HAWLEY, ALAN R., 297 Madison Avenue
HAYDEN, CHARLES, 25 Broad Street
HAYES, GEORGE B., 42 Broadway
HAYMAN, ALF., 1430 Broadway
HEALY, JEROME F., 1835 Bathgate Avenue, Bronx
HEARST, WILLIAM RANDOLPH, 238 William Street
HEATHERTON, JAMES M., 45 West 34th Street
HEDGES, JOB E., 165 Broadway
HEERMANCE, CLAYTON J., 2 Rector Street
HEIDE, HENRY, 313 Hudson Street
HEILBRONER, LOUIS, 241 Broadway
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HERRMAN, JUSTICE MOSES, 32 Franklin Street
HERSHENSTEIN, SAMUEL, 37 Wall Street
HERTER, C. S., 3 Broad Street
HESTER, REV. ST. CLAIR, 207 Washington Park, Brooklyn
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HIGGINS, CHARLES M., 271 Ninth Street, Brooklyn
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HILLES, CHAS. D., 25 Liberty Street
HILLIARD, JOHN G., 55 John Street
HILLY, ARTHUR J. W., 302 Broadway
HINE, FRANCIS L., 2 Wall Street
HINES, JAMES J., 34 Pine Street
HINES, WILLIAM A., 63 Wall Street
HIRLEMAN, FORREST C., 391 East 149th Street
HIRSCH, MAX, 84 Franklin Street
HIRSCH, NATHAN, 133 West 21st Street
HIRSCHMAN, STUARD, 200 Broadway
HITCHCOCK, FRANK H., 120 Broadway
HODGMAN, GEORGE B., Tuckahoe, N. Y.
HOEY, JAMES J., 80 Maiden Lane
HOFFBAUER, C., 258 Fifth Avenue
HOFFMAN, CAPT. WM. WICKHAM, 58 East 79th Street
HOGAN, EDWARD J., 233 Broadway
HOLLAND, JAMES P., 211 East 45th Street
HOLM, CHARLES F., 35 Nassau Street
HOLMES, EDWIN T., 25 Dey Street
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HORRMAN, WILLIAM, 191 Canal Street, Stapleton, S. I.
HORWILL, EDWARD T., 215 Montague Street, Brooklyn
HOUSTON, HERBERT S., Garden City, N. Y.
HOUTAIN, GEORGE JULIAN, 44 Court Street, Brooklyn
HOWARD, JAMES A., 45th Street and First Avenue
HOWARD, THOMAS, World Building
HOWLAND, KARL V. P., 119 West 40th Street
HOYLE, FRANK JEROME, 20 Broad Street
HOYT, COLGATE, 14 Wall Street
HOYT, JUSTICE FRANKLIN C., 137 East 22d Street
HOYT, HENRY R., 15 William Street
HUBBARD, S. T., 66 Beaver Street
HUBBS, CHARLES H., 383 Lafayette Street
HUFF, PEREZ F., 91 William Street
HUFF, S. W., 2396 Third Avenue
HUHNER, LEON, 52 William Street
HULBERG, FRED, 265 West 125th Street
HULBERT, HON. MURRAY, Pier A, North River
HULST, E. COVERT, 16 North Parsons Avenue, Flushing
HUNGLEMAN, PAUL, 400 Broome Street
HUNT, LEVITT J., 120 Broadway
HUNTINGTON, ARCHER M., 15 East 81st Street
HUNTLEY, JAMES R., 28 West 23d Street
HUNTSMAN, R. F. R., 294 Washington Street, Brooklyn
HUPFEL, A. G., JR., 161st Street and Third Avenue
HURLEY, JAMES F., 55 Franklin Street
HYNES, JOHN J., 290 Broadway
HYNES, THOMAS W., Municipal Building

I

IMHOF, JOHN C., 803 East 222d Street
INGRAHAM, PHOENIX, 120 Broadway
IRISH, WILLIAM S., Broadway and Havemeyer St., B'klyn
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ISELIN, ERNEST, 36 Wall Street

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JADWIN, STANLEY P., 65 Cortlandt Street
JAMES, ARTHUR, 1476 Broadway
JAMES, ARTHUR CURTISS, 99 John Street
JAMES, H. B., Pier 11, North River
JAMES, DR. WALTER B., 7 East 70th Street
JANES, EDWARD F., 837 Jennings Street
JANES, ELISHA HARRIS, 414 Madison Avenue
JANSSEN, AUGUST, 34 West 30th Street
JAQUES, WASHINGTON L., JR., 116 East 41st Street
JARMULOWSKY, HARRY, Canal and Orchard Streets
JASPER, WILLIAM H., 470 Convent Avenue
JENNINGS, WALTER, 26 Broadway
JOHANSEN, CHARLES K., 108 Park Row
JOHNSON, ALVIN, 421 West 21st Street
JOHNSON, ISAAC B., Spuyten Duyvil, N. Y.
JOHNSON, JOSEPH FRENCH, 32 Waverly Place
JOHNSON, RALPH M., 395 Central Park West
JOHNSTON, HENRY S., Elmhurst, L. I.
JOHNSTON, R. E., The Biltmore
JOHNSTON, WILLIAM, World Building
JONAS, RALPH, 115 Broadway
JONASSAN, JOSEPH, 303 Fifth Avenue
JONES, J. W., 373 East 149th Street
JONES, THEODORE INSLEE, 360 Pearl Street, Brooklyn
JONES, W. A., 233 Broadway
JOSEPH, ELI, Woolworth Building
JOSEPHTHAL, COMMANDER LOUIS M., 120 Broadway
JOURDAN, FRANKLIN B., 125 Hicks Street, Brooklyn
JOURDAN, JAMES H., 176 Remsen Street, Brooklyn
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JOYCE, WILLIAM B., 115 Broadway
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JUILLIARD, FREDERIC A., 70 Worth Street

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KAHN, OTTO H., 52 William Street
KALBACH, A. E., 280 Broadway
KALEY, F. E., 260 West Broadway
KALT, OTTO J., 871 Brook Avenue
KAMAIKY, LEON, 185 East Broadway
KANE, WILLIAM F., 113–115 Broadway
KATZ, JACOB, 114 East Broadway
KAUFMAN, LOUIS G., 149 Broadway
KAUFMANN, S. WALTER, 60 Wall Street
KEARNS, B. T., 68th Street and East River
KEARNS, PHILIP J., 2306 Creston Avenue
KEATING, JEROME B., 13 Park Row
KEATING, LINUS, 277 Broadway
KEHAYA, ERY, 120 Broadway
KEHR, GUSTAV, P. O. Box 12, Wall Street Station
KEITH, MINOR C., 17 Battery Place
KELLER, J. J., 44 Woodruff Avenue, Brooklyn
KELLER, JOHN W., Criminal Courts Building, New York
KELLOGG, ANDREW H., 141 East 25th Street
KELLY, CHARLES J., 30-34 West 33d Street
KENNEDY, ALFRED J., Flushing, N. Y.
KENNEDY, J. J., 103 Park Avenue
KENNELLY, BRYAN L., 156 Broadway
KEOGAN, P. J., 103 Park Avenue
KEPHART, REV. WILLIAM H., 415 East 143d Street
KERNOCHAN, JUSTICE FREDERIC, 44 Pine Street
KETCHUM, E. V. R., 14 John Street
KIMBALL, C. W., 202 Franklin Street
KINDERMANN, GEORGE, 1360 Webster Avenue
KIES, W. S., 120 Broadway
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KING, JEROME A., 17 State Street

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KLAW, MARC, 1520 Broadway
KLEIN, MILTON M., 34th Street and Fifth Avenue
KLEIN, DR. SIMON ROBERT, 346 East 42d Street
KLEPPER, DR. JULIUS I., 344 West 29th Street
KLINGMAN, ALBERT A., 339 Adams Street, Brooklyn
KNECHT, EDWARD F., 221 Newell Street, Greenpoint, L. I.
KNIGHT, CHARLES B., 233 Broadway
KNOEDLER, ROLAND F., 556 Fifth Avenue
KNOEPPEL, HAROLD C., 5 Beekman Street
KNOX, ARTHUR, 198 Broadway
KNOX, HERBERT A., 291 Broadway
KOCH, EDWARD R., 391 East 149th Street
KOCH, E. VON DEN HORST, 132 West 125th Street
KOCH, W. T., 132 West 125th Street
KOENIG, OTTO, Bible House
KOHNS, LEE, 46 Warren Street
KOLFF, CORNELIUS G., 52 Broadway
KOUWENHOVEN, W. H., 61st Street and Broadway
KRACKE, HON. F. J. H., 120 Broadway
KRAMER, HARRY, 118 Cedar Street
KRANICH, CHARLES, 250 West 88th Street
KRECH, ALVIN W., 37 Wall Street
KRUTTSCHNITT, J., 165 Broadway
KUNHARDT, HENRY R., 17 Battery Place
KUNKEL, JOSEPH, 492 Throop Avenue, Brooklyn
KUNZ, DR. GEORGE F., 405 Fifth Avenue
KUTTROFF, ADOLF, 128 Duane Street

L

LAFRENTZ, F. W., 100 Broadway
LAHEY, JAMES J., Ocean Avenue and Avenue M, Brooklyn
LALANNE, CHARLES E., 46 Cedar Street
LAMB, CHARLES R., 23 Sixth Avenue
LAMBERT, DR. SAMUEL W., 130 East 35th Street

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LANIER, CHARLES D., 30 Irving Place
LANIGAN, THOMAS J., East 165th Street and Bronx River
LARGER, B. A., Bible House
LARGY, ARTHUR J., Third Avenue and 177th Street
LARKIN, ADRIAN H., 54 Wall Street
LARKIN, WILLIAM P., 416 West 13th Street
LASKI, LEON, 160 Broadway
LATHROP, SPENCER, 29 Lafayette Street
LATOUR, L. E., 220 West 42d Street
LAURA, MICHAEL, P. O. Building, Brooklyn
LAVELLE, RT. REV. MGR. M. J., 460 Madison Avenue
LAWRENCE, RICHARD W., Eleventh Avenue and 50th Street
LAWRENCE, TOWNSEND, 47 Lawrence Street, Flushing, L. I.
LAWSON, ERNEST, 2 West 47th Street
LAWSON, WILLIAM M., 264 Water Street
LAZAR, MORRIS, 724 Beck Street
LEACH, ARVINE C., Bridge Plaza North, Borough of Queens
LEAHY, DAVID T., 52 Vanderbilt Avenue
LEDOUX, ALBERT R., 99 John Street
LEE, JOHN J., 16 Lafayette Avenue, Brooklyn
LEE, WILLIAM J., Municipal Building
LEEMING, T. L., 233 Broadway
LEICH, JOHN H., 377 Broadway
LERSNER, VICTOR A., Broadway and Driggs Avenue, B'klyn
LESSLER, MONTAGUE, 31 Nassau Street
LEVENSON, JOS., 243 Canal Street
LEVENTRITT, DAVID, 111 Broadway
LEVERS, ROBERT, 376 Lenox Avenue
LEVI, NATHANIEL H., 1013 Broadway, Brooklyn
LEVIN, ALBERT A., 215 Montague Street, Brooklyn
LEVINE, SAMUEL W., 271 Broadway
LEVY, ABRAHAM, Times Building
LEVY, ARTHUR, 56 East 75th Street
LEVY, REV. CLIFTON HARBY, 2 Duane Street
LEVY, EDGAR A., 505 Fifth Avenue

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LEWIS, EDWARD B., 205 East 24th Street
LEWIS, M. C., 565 West 169th Street
LEWIS, SAMUEL, 108 West 43d Street
LEWIS, WILLIAM E., 828 Eighth Avenue
LEWISOHN, ADOLPH, 61 Broadway
LICHENSTEIN, BERNARD, 117 Maiden Lane
LIEB, J. W., 124 East 15th Street
LIEBMANN, WALTER H., 233 Broadway
LILIENSTERN, SOLON B., 115 Broadway
LIMBURG, HERBERT R., 160 Broadway
LINAHAN, J. P., Jackson Avenue, Long Island City
LINCOLN, CHARLES M., 61 Park Row
LINDSAY, JOHN D., 61 Broadway
LINDSAY, L. SETON, 346 Broadway
LINDSAY, DR. SAMUEL MCCUNE, Columbia University
LINES, HARVEY K., 122 Main Street, Flushing, L. I.
LIPPMANN, L. J., 338 Washington Street
LISSBERGER, B., 233 Broadway
LOFT, HON. GEO. W., Broome and Centre Streets
LOGAN, FRANK J., 111 Broadway
LONGFELLOW, FREDERICK W., 20 Exchange Place
LOOS, JOHN H., 256 West 131st Street
LORD, CHESTER S., 57 South Portland Avenue, Brooklyn
LORD, F. W., 105 West 40th Street
LOREE, L. F., 32 Nassau Street
LORSCH, ARTHUR, 37 Maiden Lane
LOTZ, DR. G. C., 105 East 19th Street
LOUD, GEN. GEORGE B., 1338 Franklin Avenue
LOUGHMAN, EDW. J., 1790 Broadway
LOUGHMAN, M. F., Municipal Building
LOUNSBURY, JUDSON, 117 Wall Street
LOVE, JNO. H., 230 Fifth Avenue
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LYDECKER, CHARLES E., 2 Rector Street
LYDON, RICHARD P., 35 Nassau Street
LYONS, ALEXANDER, 68 William Street

Mc

MCADOO, JUDGE WILLIAM, 300 Mulberry Street
MCANENY, GEORGE, 19 East 47th Street
MCAVOY, THOMAS F., 156th Street and Harlem River
MCCABE, FRANK, The World, Park Row
MCCALL, EDWARD E., 165 Broadway
MCCARROLL, WILLIAM, 154 Nassau Street
MCCARTER, R. D., 165 Broadway
MCCARTHY, JOHN A., 550 Exterior Street
MCCARTHY, THOMAS D., P. O. Building
MCCLELLAN, LIEUT.-COL. GEORGE B., 90 West Street
MCCLEMENT, J. H., 165 Broadway
MCCLUNN, JOHN F., 6 Stone Street
MCCLURE, S. S., Washington, D. C.
MCCOMBS, W. F., 15 Wall Street
MCCULLOH, ALLAN, 120 Broadway
MCDERMOTT, JOHN A., 50 Union Square
MCDONNELL, JAMES F., 120 Broadway
MCDONNELL, ROBERT E., 120 Broadway
MCGEAN, RT. REV. MGR. JAMES H., 31 Barclay Street
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MCGRAW, JAMES H., Tenth Avenue and 36th Street
MCGRATH, ALFRED J., 17 Battery Place
MCGUIRE, CORNELIUS A., Kent Ave. and Hewes St., B'klyn
MCGUIRE, EUGENE J., 314 Alexander Avenue
MCGUIRE, LAURENCE, 115 Broadway
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MACDONALD, HENRY, 149 Broadway
MACDOUGALL, EDWARD A., 221 Broadway, Flushing
MACKAY, MALCOLM S., 14 Wall Street
MACKAY, CLARENCE H., 253 Broadway
MACKENZIE, A., 25 Pine Street
MACLEAN, ANDREW, 397 Fulton Street, Brooklyn
MACLEAN, CHARLES F., 55 Liberty Street
MACNEILL, HERMAN A., 160 Fifth Avenue
MACRAE, FARQUHAR J., 55 William Street
MACY, NELSON, 441 Pearl Street
MAGONIGLE, H. V. B., 120 Broadway
MAGUIRE, JAMES J., 3 South William Street
MAHONEY, JEREMIAH T., 51 Chambers Street
MALCOLM, ERNEST E., 113 Broadway
MALONEY, WILLIAM R., 165 Broadway
MAN, ALRICK H., 56 Wall Street
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MANNEY, HARRY MAYO, 1556 Union St., Brooklyn
MANNING, WALTER W., 280 Madison Avenue
MANNING, REV. WILLIAM T., 187 Fulton Street
MANSFIELD, HOWARD, 49 Wall Street
MANSHIP, PAUL, 42 Washington Mews, New York City
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MARKOWITZ, MICHAEL N., 35 Nassau Street
MARINE, ARLANDO, 7 East 42d Street
MARKS, MARCUS M., 4 East 94th Street
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MARTIN, FREDERICK, 157 East 67th Street
MARTIN, HERBERT S., 102 Madison Avenue
MARTIN, WILLIAM J., 64 Wall Street
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MARX, HENRY, 115 Broadway
MARZO, ALBERTO STEPHEN, 139 West 87th Street
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MASON, JOHN A., 1974 University Avenue
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MAYNARD, E. P., 177 Montague Street, Brooklyn
MAYNARD, WALTER E., 501 Fifth Avenue
MEAD, S. C., 233 Broadway
MEADE, RICHARD W., 102d Street near Fifth Avenue
MEDING, DR. C. B., 113 East 54th Street
MEDLER, JAMES L., 30 Broad Street
MEEHAN, ALFRED L., Municipal Building
MEEHAN, JAMES F., 163d Street and Southern Boulevard
MEEHAN, THOMAS J., 115 Broadway
MEHREN, E. J., Tenth Avenue and 36th Street
MENDES, REV. H. PEREIRA, 99 Central Park West
MENKEN, S. STANWOOD, 52 William Street
MENNINGER, PETER L., Jamaica, N. Y.
MERGENTINE, CHARLES B., 37 Broadway
MERRALL, WALTER H., 135 West 42d Street
MERRELL, AZEL F., Pier 32, East River
MERRILL, BRADFORD, 238 William Street
MERRITT, ALAN DOUGLAS, 50 West 45th Street
MERRITT, A. L., 264 West 96th Street
MERRITT, WALTER H., 54 Wall Street
METCALFE, JAMES S., 17 West 31st Street
METZ, HERMAN A., 122 Hudson Street
MEURER, EDWARD C., 526 Bay Street, Stapleton, S. I.
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MILBANK, ALBERT G., 49 Wall Street
MILBURN, A. W., 108 Hudson Street
MILBURN, JOHN G., 54 Wall Street
MILES, WILLIAM A., 141 West 36th Street
MILIUS, FRED A., 110 Fifth Avenue
MILLARD, WILLIAM J., 55 Liberty Street
MILLER, ABRAHAM L., Sutphin Road and Rockaway Boulevard, Jamaica, N. Y.
MILLER, C. R., 213 West 43d Street
MILLER, CYRUS C., 220 West 57th Street
MILLER, HENRY, 747 Ninth Avenue
MILLIGAN, JAS. A., 3 West 29th Street
MILLS, HENRY P., 29 Broadway
MINOR, CHARLES F., 148th Street and Third Avenue
MITCHELL, CHARLES E., 55 Wall Street
MITCHELL, JOHN, 220 West 57th Street
MITCHELL, NATHAN J., 261 Broadway
MITCHELL, JUSTICE RICHARD H., Third Ave. and 161st St.
MITCHELL, WILLIAM, 44 Wall Street
MIX, J. ROWLAND, 381 Fourth Avenue
MOKARZEL, N. A., 81 West Street
MONTGOMERY, J. M., 142 Pearl Street
MONTGOMERY, ROBERT H., 55 Liberty Street
MOODY, ERNEST R., Port Richmond, N. Y.
MOORE, MAJOR EDWIN W., 10 East 43d Street
MOORE, JOHN C., 401 Fifth Avenue
MOORE, JOSEPH S., 119 W. 40th Street
MOORE, THOMAS H., World Building
MOOREHEAD, ROBERT J., 311 Bedford Park Blvd., Bronx
MORAN, EUGENE F., 17 Battery Place
MORAWETZ, VICTOR, 44 Wall Street
MORDECAI, BENJAMIN, 30 East 42d Street
MORGAN, JOHN HILL, 20 Exchange Place
MORGAN, SHEPARD A., 120 Broadway
MORGAN, WM. FELLOWES, Arch 11, Brooklyn Bridge
MORGENTHAU, M. L., 431 Hudson Street

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MORRIS, DAVE H., 68 Broad Street
MORRISON, A. B., 140 Nassau Street
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MORSE, PERLEY, 61 Broadway
MOSKOWITZ, HENRY, 147 East 38th Street
MOSS, BENJAMIN S., 729 Seventh Avenue
MOSS, FRANK, 233 Broadway
MUEHLSTEIN, HERMAN, 838 West End Avenue
MUHLFIELD, FRANK J., 392 Fifth Avenue
MULLAN, JUSTICE GEO. V., 55 Liberty Street
MUNHOLLAND, JOHN J., 190 Bowery
MUNN, CHARLES A., 233 Broadway
MUNN, DR. JOHN P., 18 West 58th Street
MUNRO, JAMES J., Municipal Building
MUNSEY, FRANK A., 280 Broadway
MURPHY, HON. ARTHUR H., Tremont and Arthur Avenues
MURPHY, HON. CHARLES F., 145 East 14th Street
MURPHY, HON. DANIEL F., 32 Franklin Street
MURPHY, DR. JOS. P., 653 St. Mark's Avenue, Brooklyn
MURPHY, P. F., 404 Fifth Avenue
MURPHY, PETER J., 25 Woodruff Avenue, Brooklyn
MURRAY, MAJOR EDWARD G., Far Rockaway
MURRAY, J. ARCHIBALD, 49 Wall Street
MURRAY, JOHN F., 1 Madison Avenue
MURRAY, MATTHEW T., 141 Broadway
MURRAY, THOMAS E., 54 Wall Street
MURRAY, WILLIAM J., 11 Broadway
MUSCHENHEIM, WILLIAM C., Hotel Astor
MUSLINER, SILAS, 88 Gold Street
MYERS, WILLIAM J., 70 Beekman Street
MYRIC, JULIAN S., 38 Nassau Street

N

NAST, CONDÉ, 19 West 44th Street
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NATHAN, EDGAR J., 128 Broadway
NAUGHTON, JOHN H., 153 East 53d Street
NAWENCH, ALBERT M., 424 East 9th Street

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NICHOLS, A. S., Park Avenue and 129th Street
NICOLL, COURTLANDT, 61 Broadway
NISSEN, LUDWIG, 182 Broadway
NIX, JOHN W., 281 Washington Street
NORDEN, MORTIMER, 311 West Fortieth Street
NORMAN, C. G., Winfield, L. I.
NORTON, GEORGE C., 115 Broadway
NUNAN, J. D., 401 Fifth Avenue

O

O'BRIEN, CHARLES J., 22 North William Street
O'BRIEN, JOHN F., 617 Fifth Avenue
O'BRIEN, JOHN H., 316 West 79th Street
O'BRIEN, JOSEPH J., 80 South Street
O'BRIEN, MORGAN J., 120 Broadway
O'BRIEN, THOS. F., 80 South Street
O'CALLAGHAN, THOMAS, 115 Broadway
OCHS, ADOLPH S., 213 West 43d Street
O'CONNELL, DAVID J., 354 Fourth Avenue
O'CONNOR, WILLIAM J., 163 West 105th Street
OEHLER, ALFRED J., 1207 Decatur Street, Brooklyn
O'FLAHERTY, JAMES, 225 West 39th Street
O'FLAHERTY, WILLIAM, 141 East 111th Street
O'GORMAN, HON. JAMES A., 37 Wall Street
O'KEEFE, JOHN G., 60 Broadway
O'KEEFE, JOHN J., 412 Eighth Avenue
OLCOTT, E. E., Desbrosses Street Pier
OLIVER, WM. H., 57 Fifth Avenue
OLSEN, JOHN A., 67 West 125th Street
OLYPHANT, ROBERT, 17 Battery Place
O'MALLEY, EDWARD J., Municipal Building
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O'REILLY, L. J., 392 Grand Avenue, Brooklyn

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Osborn, William Church, 71 Broadway
Oseroff, Abraham, 356 Second Avenue
Oswald, John Clyde, 344 West 38th Street
Outerbridge, E. H., 11 Broadway

P

Paley, H., 153 East Broadway
Palmenberg, Edward, 11 East 125th Street
Palmer, Eric H., 305 Avenue C, Brooklyn
Palmer, Ray, 444 Jackson Avenue, L. I. C.
Park, Dr. William H., 315 West 76th Street
Parker, G. A., 584 Park Place, Brooklyn
Parker, John H., 24 East 62d Street
Parker, J. Russell, 288 Sheffield Avenue, Brooklyn
Parody, Aubrey J., 21 Park Row
Partridge, Dr. Edward L., 19 Fifth Avenue
Pascocello, Joseph, 299 Broadway
Paskus, Benj. G., 128 Broadway
Pasvolsky, Leo, 31 East 7th Street
Patchin, Robert H., 7 Hanover Square
Paton, Thomas B., 5 Nassau Street
Patri, Angelo, 601 East 170th Street
Patten, Thomas G., 31st Street and Eighth Avenue
Patterson, Rufus L., 511 Fifth Avenue
Payne, George E., Bridge Plaza, L. I. C.
Peabody, Charles A., 34 Nassau Street
Pearson, John B., St. Mark's Place, New Brighton, S. I.
Pelz, George V. W., 109 West 125th Street
Pendleton, Judge Francis K., 7 East 86th Street
Penfield, Frederic C., 787 Fifth Avenue
Pepe, Vincent C., 40 South Washington Square
Perilli, Dr. John W., 68 West 10th Street
Perkins, George W., 71 Broadway
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Perrine, George, 111 East 41st Street

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PHILLIPS, DUNCAN, 7 West 43d Street
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PHILLIPS, NATHANIEL, 261 Broadway
PHILLIPS, HON. N. TAYLOR, 51 Chambers Street
PIDGEON, JOSE E., 67 Decatur Street, Brooklyn
PIERCE, HENRY H., 49 Wall Street
PIERSON, LEWIS E., 233 Broadway
PINK, LOUIS HEATON, 32 Court Street, Brooklyn
PIVA, CELESTINO, 46 Union Square
PLATT, SIMON M., 908 Brook Avenue
PLATTEN, JOHN W., 55 Cedar Street
PLAUT, LEOPOLD, 17 East 47th Street
PLIMPTON, G. A., 70 Fifth Avenue
PLUMMER, FRANKLIN A., 71 Broadway
PORTER, GEN. HORACE, 277 Madison Avenue
PORTER, NATHAN T., JR., 108 Worth Street
POST, JAMES H., 129 Front Street
POUNDS, LEWIS H., 317 East 17th Street, Brooklyn
PRATT, FREDERIC B., Pratt Institute, Brooklyn
PRATT, JOHN T., 43 Exchange Place
PRESBREY, FRANK, 456 Fourth Avenue
PRICE, W. W., 111 Broadway
PRINCE, E. S., 1870 Webster Avenue
PRINGLE, J., 3240 Broadway
PROCTER, RODNEY, 27 Pine Street
PROSKAUER, JOSEPH M., 111 Broadway
PROSSER, SEWARD, 16 Wall Street
PULLEYN, JOHN J., 51 Chambers Street
PURDY, DR. HARRY R., 240 East 31st Street
PURDY, LAWSON, 105 East 22d Street
PURDY, W. FRANK, 10 East 47th Street
PURVIN, MYLES, 291 Broadway

Q

QUATTROCCHI, ANTONIO, 144 West 44th Street
QUINN, PETER T., 182 Prospect Park West, Brooklyn

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RAMSAY, DICK S., 291 Broadway
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RAYENS, MICHAEL W., 26 Cortlandt Street
REGAN, THOMAS, 24 Lawton Street, Brooklyn
REIBURN, MICHAEL E., 277 Broadway
REICHERS, DR. G. H., 1411 Bushwick Avenue, Brooklyn
REICK, WILLIAM C., 150 Nassau Street
REID, CHARLES E., Third Avenue and 137th Street
REID, JAMES J., 1910 Davidson Avenue
REID, OGDEN, 154 Nassau Street
REID, WILLIAM C., 18 Broadway
REINHARDT, GEORGE N., 973 Brook Avenue
REISNER, REV. CHRISTIAN F., 131 West 104th Street
REISS, MORRIS D., 261 Broadway
REMICK, W. H., 14 Wall Street
RENAUD, HENRY STANLEY, Criminal Courts Building
REVELL, FLEMING H., 158 Fifth Avenue
REYNOLDS, JAMES BRONSON, 151 Central Park West
RHINELANDER, PHILIP, 27 William Street
RHOADES, JOHN HARSEN, 31 Pine Street
RICHARDS, AMBROSE L., 121 Jefferson Street, Brooklyn
RICHARDS, E. O., 416 Broadway
RICHARDSON, ALLAN H., 236 West 37th Street
RICHMOND, STACY C., 59 Cedar Street
RICHTER, MAX C., 627 Broadway
RIDDER, BERNARD H., 182 William Street
RIEGELMANN, EDWARD, Borough Hall, Brooklyn
RIEHLE, JOHN M., 617 Fifth Avenue
RIESENBURGER, IRVING, 27 Main Street, Flushing, L. I.
RILEY, JAMES J., 1189 Greene Avenue, Brooklyn
RILEY, JOHN F., 164 Eleventh Avenue
RILEY, THOMAS J., 69 Schermerhorn Street, Brooklyn
RINGLER, F. A., 40 Park Place
RIORDAN, HON. DANIEL J., 112 Centre Street
RISSE, LOUIS A., 599 Mott Avenue

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ROBINSON, ALLAN, 624 Madison Avenue
ROBINSON, BEVERLEY R., 49 Wall Street
ROBINSON, EDWARD, 120 Broadway
ROBINSON, POWHATAN, 258 Broadway
ROBISON, RABBI A. G., 148 East 92d Street
ROBITZEK, HON. HARRY, 2804 Third Avenue
ROCHE, EDWARD, Far Rockaway
ROCKWELL, JOSEPH H., 1125 Carroll Street, Brooklyn
ROGERS, JASON, 75 Dey Street
ROGGEN, HARRY, 653 Broadway
ROOT, ELIHU, 31 Nassau Street
RORKE, ALEXANDER I., 51 Chambers Street
ROSEN, LEON, 120 Broadway
ROSENQUEST, EUGENE H., 43 Westchester Sq., Westchester
ROSENTHAL, BENJAMIN, 200 Fifth Avenue
ROSENTHAL, S. M., 55 Fifth Avenue
ROSENWALD, BENNO, 145 Water Street
ROSS, LEROY W., 44 Court Street, Brooklyn
ROSS, W. C., 10 East 38th Street
ROSSITER, C. L., 30 Vesey Street
ROTHSCHILD, MEYER D., 6 West 48th Street
ROTHSCHILD, S. F., 422 Fulton Street, Brooklyn
ROUSSEAU, THEODORE, 140 Broadway
ROWAN, JOHN J., 363 20th Street, Brooklyn
ROWAN, JOSEPH, 60 Wall Street
ROWE, FREDERICK W., 728 Eastern Parkway, Brooklyn
ROWE, GEORGE H., 122 Milton Street, Brooklyn
RUNKEL, LOUIS, 445 West 30th Street
RUPPERT, JACOB, 1639 Third Avenue
RUSH, THOMAS E., Custom House
RUSHMORE, CHARLES E., 61 Broadway
RUTLAND, C., 134 West 26th Street
RYAN, ALLAN A., Police Headquarters
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RYAN, J. P., 26 Cortlandt Street
RYAN, JOSEPH T., 149 Broadway

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RYAN, DR. THOMAS J., 511 Fifth Avenue
RYLE, ARTHUR, 225 Fourth Avenue

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SACHS, MAYER, 104 Kent Street, Brooklyn
SACHS, SAMUEL, 60 Wall Street
SADOWSKY, R., Broadway and 37th Street
SAGUE, HON. JOHN K., 112 Riverside Drive
SALOMON, WILLIAM, 25 Broad Street
SAMPERS, I. H., 195 Fulton Street
SAMSTAG, HENRY F., 1200 Broadway
SAMUEL, RALPH, 456 Fourth Avenue
SANBORN, ELMER E., 468 Riverside Drive
SATTERLEE, HERBERT L., 49 Wall Street
SAUNDERS, W. L., 11 Broadway
SAUSVILLE, JOSEPH, 394 Greenwich Street
SAVAGE, DR. WATSON L., 56 West 45th Street
SAXE, JOHN GODFREY, 30 Broad Street
SAYER, HENRY D., 230 Fifth Avenue
SAYRE, DR. REGINALD H., 14 West 48th Street
SCANLAN, MICHAEL J., 51 Chambers Street
SCHAAP, MICHAEL, 1855 Seventh Avenue
SCHAEFFER, AMOS, Municipal Building
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